

PN 1998

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BUSINESS POLICIES
AND
OPERATION METHODS
FOR
WORLD FILM CORPORATION
BY
HARRY C. DRUM



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RESPECTFULLY DEDICATED TO
LEWIS J. SELZNICK
THE FOUNDER AND FATHER
OF THE
WORLD FILM ORGANIZATION



RUITAGE from long experience, hard knocks, deep analysis and practical application, this book has been written as a guide and a permanent reference for the employees of the World Film Corporation. It embraces not only the operations of the various departments of the business and the detail handling of all activities and mechanical forms, but also the general policies and the high business ideals which form the underlying principles of this great co-operative and creative organization. That it may prove as helpful to you in its study and application as it has been to him in its creation and construction is the sincere wish of the author.

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Division Managers

Qualifications

Executive ability
Sales development ability
Analytical ability
Seasoned judgment
Ability to choose and develop men
Keen foresight
Creative idea ability
Thoroughness
Correspondence ability
Efficiency
Enthusiasm
Tact
Honesty
Conscientiousness
Energy
Ambition
Confidence
Stability
Loyalty
Knowledge of business
Knowledge of territory
Co-operative spirit
Promptness

General Duties

Choosing and developing men
Handling sales development work
Planning sales campaigns
Increasing branch business
Increasing office efficiency
Exercising judgment
Advancing business-getting ideas
Ferretting out and developing weak spots
Establishing business policies
Checking local policies
Backing up managers
Directing handling of salesmen
Injecting enthusiasm
Checking outstandings
Checking weekly expenditures
Creating loyal spirit
Personal contact with offices

Division Operation

This company, working on close organization principles, has divided the United States into five divisions, and each division into five territories, with a central branch for each territory.

The five Division Managers are responsible to the Assistant General Manager in the Home Office for the operation and results of their divisions. The five branch managers are responsible to the Division Manager for the results and operations of their individual branches.

All matters are handled through the Division Manager, who is in the nature of a sales and general manager for his particular division, and is entirely responsible therefor. The responsibility rests upon him for his organization, the policies of his division and the general supervision thereof.

The Division Manager's work consists largely of two phases—executive and sales.

Under the executive head may be roughly classed the proper organization, as pertains to employees and the efficiency of their work, methods and their application, policies and their ultimate results. Probably one of the most important duties of the Division Manager is the employing of the proper men, since no methods, principles or lines of operation are good or can have any effect without the proper men to carry them out. Also involved is like organization of the individual branch to a point where the greatest co-operative work can be obtained in the branch and in the division, and the proper supervision of policies to insure the best possible operation of the individual branch.

Under the general head of sales comes the complete sales development plan which has been inaugurated for this company by the Assistant General Manager, and which is outlined in complete detail herewith—the planning of campaigns, handling of men and the proper follow-up to insure the utmost results and the most careful application of the sales methods involved.

Sales Development

Sales Development work may be divided into two departments:

1. Sales by Mail
2. Sales by Salesmen.

Appended hereto is a structural outline of operation, the details to be obtained by reference to the same sections under the heading of "Branch Managers," except those transactions which must be actually operated by Division Managers.

Sales by Mail

(a) Every office should have an index file covering every theatre in the territory.

(b) Each week a weekly branch report is made out by each office, as per sample form 1-D, shown in the supplemental list of forms attached hereto.

This report, besides showing a summary of weekly business, lists each exhibitor served the past week, with details. Upon the Division Manager receiving this form he will have his secretary draw from the card file of that particular office the cards of customers served during the previous week, thus leaving in the drawer the cards of the customers not served during that week.

The Division Manager will, of course, check up first to see that the customers have been served on the right basis and are being properly

handled as to policy, price, advertising, etc. The most important consideration in this particular transaction, however, is the possibilities that were not served the past week.

Following the withdrawal of cards served the week before, the Division Manager's secretary will make for that office a complete list of all customers not served by the office the week past, grouping the unserved prospects by population, as follows:

1st group over	25,000
2nd group from	10,000 to 25,000
3rd group from	5,000 to 10,000
4th group from	2,000 to 5,000
5th group under	2,000

as per sample form 7-D, shown in supplemental list of forms attached hereto.

The Division Manager will not merely compile and forward this list to the branch manager, but will endeavor to suggest ways and means for getting some of the customers on it, bringing out, as much as possible, individual cases which the manager can follow up.

For instance, one of our Division Managers has just forwarded us a list sent to one of his offices, wherein he has devoted about half a page to each account that he has called to the attention of the manager, he obtaining his information by looking up his past salesmen's reports for details, and no doubt deducing a great number of possibilities that the manager has overlooked, and offering suggestions for getting a number of customers on.

(c) Upon receipt of list of unserved customers from the Division Manager, the manager or the development man in the individual branch will follow up by personal letter, every customer not served.

(d) Every branch must have, as part of its equipment, a thirty-one day follow up or suspense file, in which all follow up matters must be placed and all development letters properly put ahead for follow up.

Sales by Salesmen

(a) Every office must group its prospects by salesmen's routes or circuits on form 6-D, as shown in supplemental list of forms attached hereto.

(b) Routes must be checked to show served, competitive and unserved customers.

(c) Salesmen must be routed systematically over these routes year in and year out.

(d) Manager shall make up salesmen's advance route sheets, form 4-D.

(e) Customers should be notified of salesmen's call in advance.

(f) Salesmen must send in bookings and triplicate daily report, form 2-D.

(g) Managers must acknowledge booking dates and write personal follow up letters from salesmen's report.

(h) Follow up letters should be placed in suspense file and followed up regularly.

Collections

Of almost equal importance to sales development, is collection of moneys due us, for we lose even more than the actual indebtedness, when we serve a customer and are not able to collect any money from him.

Very strict consideration should be given to each customer when he is booked, as to his financial responsibility. This should particularly be impressed upon the manager by the Division Manager and upon the salesmen by the manager.

A salesman in going into any city should, if necessary, inquire from outside parties if he is not familiar with the local situation, to ascertain who is the best and most reliable exhibitor in that city, the next best, etc., making his selection and booking, if possible, accordingly.

In booking a man, he should in each case explain our system of "Cash in Advance" payment, and close very strictly in accordance therewith. This will be covered fully under salesmen's instructions. At the same time, the salesman should look up the financial standing and responsibility of the exhibitor booked. If it is questionable or if it is very bad, the booking should be made only upon the complete understanding of a C. O. D. basis, or not at all.

The manager, on receipt of bookings from salesmen, should insist that a C. O. D. basis be employed, unless the exhibitor is thoroughly reliable and a prompt payer.

There should then be close co-operation in each office between the manager, bookkeeper and shipping department, relative to checking up the collections and keeping them down to a minimum. For instance, each day the shipping clerk should place before the bookkeeper all shipments to be made, so that the bookkeeper may ascertain whether or not that customer owes us any money, how long it has been due, etc. If the question arises as to whether the man should be C. O. D.'d, it should be put up to the manager for his judgment and final instructions. At no time should any exhibitor be more than one feature in arrears in his payment to us.

At the present time we have quite a volume of outstanding accounts, because of just such laxity and failure to inaugurate these methods and principles. We also still have a few managers who apparently do not yet realize the value of prompt collections, and it becomes necessary for the Division Manager to check the weekly outstanding report in order to keep down the volume of outstanding accounts in each office.

Our outstandings are also largely due to a feeling which some managers have that they must be lenient to keep in with their trade, but they should be properly impressed that any such methods of laxity, as a general rule, gain them no business, but in reality, hurt them in their business dealings with the men to whom they are lenient.

Each week, as the outstanding lists come in, they should be carefully checked, and those accounts which are more than one week old, or to whom more than one feature has been sent without payment, should be called to the attention of the branch manager, with a recommendation for action.

Expenditures

Each week the Division Manager receives from the branch a copy of the weekly cash account form, as shown by sample in supplemental list of forms attached hereto, covering all expenditures of that week. This should be carefully checked and suggestions made the branches for increased expenditure efficiency. We are just as vitally interested in the expenditures of your office as in the sales, as it is the net profit of any office which deter-

mines its worth to the company at the end of the year, and net profit means the total collections less money expended.

The value of low expense was convincingly brought out in our annual report, where we had two or three offices doing several thousand dollars more business than neighboring offices, and still they showed less profit on account of far greater expenditures. It would therefore have been just as much to the interest of those particular offices to cut down a few hundred dollars in expenditures as it was to gain a few hundred dollars business.

We at no time want economy practised in such a way that it will cut down our production work, and since it becomes necessary to quite often spend freely in sales work to get the business, it is best to economize in small things in other departments to make up for the expenditures along sales lines.

For the most part, you will, no doubt, find that if expenditures along small lines are properly regarded, the big ones will take care of themselves, as the principle of economy will have been established and will, no doubt, show its influence in other expenditures which are made.

Efficiency demands economy, and economy means not buying anything which you do not need or can get along without, and not paying any more for an article than is absolutely necessary to obtain the results required.

Economy can be practised along a number of lines, and the details of economical expenditures will be taken up and discussed under the heading of "Branch Managers."

It is quite a striking example, however, that if each office in the United States would only save \$10 per week, each week in the year, at the end of the year the World Film Corporation, as a whole, would have saved \$12,000. There are quite a number of offices where a great deal more than \$10 could be saved at the present, and it could probably be accomplished in almost every office by practising little economies.

Business Analysis

Coming now to the underlying principles of division work, business analysis must first be considered, as it is more or less the underlying factor of the best results in every phase of business. Very often the general reason for some men's failure to rise above the plane of mediocrity is because they have failed to properly analyze their own methods and possibilities.

Business analysis must be the underlying principle of a Division Manager's work; he must analyze his territory, his men, and the methods and results which are being obtained in both cases.

Results and methods which have heretofore seemed good may be found exactly the contrary when carefully analyzed and the underlying principles rooted out.

Men who may have appeared good to you because you have not closely analyzed their work may be far from it, and while obtaining results in one direction, may have been working far more harm in another direction, which you have probably overlooked.

Methods which may appear to be getting certain results in your territory, and which look good to you on the surface, may be found, upon careful analysis, to be working bad results in a number of other lines far more important.

Therefore, every Division Manager should carefully analyze himself, his work, methods, qualities and principles. He should also analyze his men, their work, methods, qualities and principles; also the offices which are under him and their

conduct, the territory and its possibilities, policies of that territory and their ultimate results.

Be an analyst. There is a reason for every good thing that was ever done, or ever will be done in the world, and you should know that reason before you take any action. If you cannot find a reason for what you are doing, it had better be left undone. If you know the reason, you can be assured that you are working intelligently. If you do not, you will be groping in the dark, and will probably bump your head before you get out.

See that your men under you are analysts, and as they analyze their work and get at the root and basic principles of it, you will find them working, not alone more intelligently, but 100 per cent. more efficiently than they have ever labored before.

Efficiency

We have in the foregoing discussed the larger mechanical and daily operations of the division and branch office work, and we are now brought down to more general principles and specific incidental discussion of the division operation.

Efficiency, of course, generally speaking, covers a wide field. In this instance, since we have gone over some of the other principles of our work, we will let it cover the general question of service.

In order to create efficiency, the Division Manager himself must be efficient. He should know the principles of efficiency and practice them, and know how to instill these principles in those under him. In order to train the men under him along efficiency of detail operation, he must be capable of handling himself and know the value of detail work, and practice detail operation in his own handling of employees and their difficulties as they arise.

Efficiency of judgment is developed through deep thought, analysis, and the application of common-sense principles. The question of judgment generally resolves itself about the final outcome of the proposition being considered, and its bearing upon the question.

In other words, there are two ways to decide the question before you. It should be decided in the way which means most for the company in the long run, and as you see the final outcome of the action which you take.

No question should be decided until you have so carefully analyzed and thought it out that you feel you do know what the outcome of your decision will be and what bearing it will have upon the company, and whether it will be for the best interests of the company in its final culmination.

Efficiency, as a whole, generally follows concentration, application and methodical operations. Every man should operate along efficiency lines, even if it may be in pleasure, for the reason that most can be obtained in life and in business through efficiency of action.

Efficiency comes largely through practice, and if each Division Manager will himself operate along the channels of least lost motion, perfection of detail, concentration upon the particular task; and the methodical application of his duties in such a way that he will accomplish most in the best way, in the least space of time, he will have established for himself a method of procedure which will unconsciously influence everything he does—his handling of methods and men, and the principles which he instills in his men.

Every Division Manager should recognize that, for the most part, action, policies and principles of an organization reflect these same factors in the head of that organization or department, and if you establish for yourself efficiency along these lines, you will find it will be reflected through your entire division. As you

Choosing Managers

instil these same principles in your managers, they will instil them in their employees and in every department. This influence will reflect itself in every phase of our business.

Division Managers are primarily concerned in the choosing of proper men to conduct their offices. Since the manager is most likely to be hiring other employees, the question of choosing salesmen and other branch employees will be considered under the heading of managers.

In the choosing of any employee, he should be selected with a view to his qualification and fitness for the particular work which he is to do. There are certain requirements in every position, and these requirements should be held carefully before the employer when the possible employee is being interviewed, and he should be questioned with a view to ascertaining his ability along the lines desired.

That is why there has been placed at the start of instructions for each department the requirements of employees of that department.

The requirements may not be necessarily separately considered at any great length, but the qualifications in the man holding the position are necessary, either consciously or unconsciously, if he is to get the maximum results out of the office which he is managing.

At the same time, the present employee whom they concern should hold them constantly in his own view, to determine if he is at all times living up to the requirements of his office, and to take steps to better himself if he is not.

It has been found very practical, in considering a man for any position, whether he is being promoted from the ranks or is an outsider applying for the position, to place before yourself the requirements of that position and then question the man, propounding certain cases which probably have actually happened in your territory, with a view to ascertaining just what action the applicant for the position would take, and thereby getting some idea as to his qualifications.

To get briefly before you a way that you can handle it, it might be suggested that the following qualifications be primarily considered in handling an applicant for a managerial position:

- Sales Development Ability.
- Executive Ability.
- Ability to choose and develop men.
- Judgment.
- Foresight.
- Creative Idea Ability.
- Efficiency.
- Honesty.
- Energy.
- Stability.
- Ability to Analyze.

These, for the most part, are the main principles required to the successful building of a manager, and lack of any one of which is liable to hinder the development of the office.

Opposite each one of these qualifications, you can set a case which has actually happened in your division, outlining an example to the man, asking what he would have done under the circumstances.

For instance: If you want to find out as to the man's executive ability, cite, as we did in the bulletin, the case of the Playhouse at Ridgewood,

where the Opera House manager came in and offered a little more money for the service. Cite the question, and ask him what he would have done under the circumstances. His answer will somewhat determine for you the man's judgment.

He must understand, of course, if you are making a change, it is because the office to which he will go is probably run down and mismanaged. Find out from him what steps he would take to build up and develop the office. You can very readily judge from his answer whether he is a sales developer or an office clerk.

Propound some simple question as to the handling of a certain case, the answer to which would determine the man's honesty in his dealings with customers.

Careful consideration of these answers, with a little judgment on your part, can give you more or less of an accurate line on the man's principles and his ability.

It will also be easy for you to ascertain, either by direct questioning or direct samples, as to whether the man is really staple in his work and would be permanent with us, or is merely a fly-by-night, looking for a little temporary position until he can get something else.

In the course of conversation, you can also judge whether he has tact, whether he is conscientious in his dealings, and whether he has ambition to go ahead; also whether he has the backbone to stand up under adverse conditions, whether he will be loyal; whether he would be interested in obtaining an intimate knowledge of the business and territory; whether he is polite and courteous; whether he has personality or whether he is an enthusiast.

No man should be chosen unless he has been considered with these qualifications in front of you and is lacking in none of them, or you are sure in your own mind that he can be developed in those qualifications in which he is lacking.

Developing and Handling Men

This brings us down to a point of diplomacy and handling men under you. This will be discussed fully under the head of "Branch Managers," and briefly here, as it affects your work with the managers.

Our policy is the promotion system wherever possible. That is, filling higher positions from our own ranks, as this not alone gives us a really better man, trained by our own methods, familiar with our business and ways of doing business, and a man whom we have had a chance to study and to satisfy ourselves as to whether he can hold the office, but even the smallest employee in our concern has the incentive which places them beyond the mechanical class. There is always that incentive which spurs them on to far greater effort in their work than is possible to be obtained with mere mechanical employees who work for a salary check at the end of each week.

Developing and handling men is an accomplishment of its own, and requires deep insight into the human element, which can only be obtained through study, analysis and experience.

It is hardly possible that you will get any man under you at any time who is perfect. You may get a man who is a diamond in the rough, but who will have to be developed. For the most part, you will find your men either with all the qualities, but not fully developed, or men who are short in some one or the other direction.

It then is up to the Division Manager to train this man in the particular direction of his shortcoming. If the man is lacking in some qualification, the Division Manager must take particular care to build him up along that line.

Division Managers should very carefully consider the qualities of each manager under him, his shortcomings, his good qualities, and how best they can be developed. At the same time, every Division Manager should fully take into consideration that he himself may be lacking in the same details, that he may have misjudged the man, or that the personality of the man in question may be influencing his judgment.

For the most part, good men are best handled by co-operation, encouraging and backing along the right lines. It may be that there are some men who must be more or less ruled with an iron hand, but generally such men will probably sooner or later be found not the best that can be obtained for their positions.

The right man with the right principle is the one who wants to go ahead and improve, and in this day and age of the world, men are quite willing to work along honest, conscientious lines, for that general improvement and advancement.

Encouragement is a great factor in the development of men. However, it has never been found a good practice to do nothing but effuse over a man's work, for sooner or later, that man comes to know that you do nothing but praise, and he looks upon it as characteristic and meaningless flattery.

When a man is wrong, his error should be properly pointed out to him in an instructive way; but when he is right, you should never hesitate about letting him know that he is right and that he did a good thing. Many men will do things for encouragement that they would hardly consider doing for money. The only caution to be observed is that a Division Manager should not go too far in praising a man for his work.

Fair, reliable, straightforward, open and conscientious dealings with the men under you will unquestionably, at all times, be found most effective, and you should make your men understand from the start that such is your method of operation in the future.

Almost in line with handling and development of men, is the proper backing up of the managers under you.

Every Division Manager has under him five managers. Every manager has his problems and difficulties to overcome. Even the strongest of us may become discouraged, if these difficulties become so heavy that we cannot see our way out.

At the same time, there is probably nothing that gives quite so much confidence to some men, as the weight of numbers, and certainly nothing can be better calculated to encourage a man, than the knowledge that he has back of him, and continually working with him, a Division Manager who is for and with him. Every Division Manager should instil that feeling in each one of his managers.

He should encourage his managers to bring their problems to him. He should instruct his managers to put up to him questions of unusual judgment which might not easily be decided alone. This can best be encouraged by real backing up of the men when they do place these things before you. Do not merely make a statement that you want them to do it, and then belie

Backing up Managers

the statement by not giving them the proper co-operation when they do come before you. Encourage even the simplest quests for aid. Remember that you are there to help, build and teach. It is your division. It is your showing that will be taken into consideration in reckoning with that division. Therefore, it is to your interest to build up, aid, develop and improve wherever it is possible.

A striking example of this was found recently in one of our offices by a Division Manager who had not visited that office for nearly three months. In the rush of his work he had not scented discouragement which had crept into and was prevailing in that office. The employees had lost faith in the pictures, faith in the office and the territory, and both the manager and the salesman either wanted to quit or be transferred.

If this Division Manager had been more observant, had kept in closer touch with that office, he would have ascertained this long before. As it was, he started then and there to build up that which they had lost, and before he left he had placed in every employee a fire of enthusiasm, a spirit of confidence and a new lease on life that left them plugging harder than they ever did before, and consequent results soon began to tell.

This is liable to happen in any office and best represents the advantages to be obtained in properly backing up every manager in every one of your offices. A booster letter will often have a widespread effect.

Sometimes Division Managers can go even further in backing up their managers, by giving them practical assistance.

It has often been found to advantage, where managers have not been able to land a certain big account or a certain stubborn account, for the Division Manager to write a letter or get in personal touch with that exhibitor.

Coming from a higher source, this is naturally more impressive and is apt to get closer attention. The Division Manager may be able to cover certain ground that the local manager or salesman has missed.

One Division Manager has even gone so far as to take like action in collection matters which the Branch Manager feels it is impossible for him to go further with; and again, coming from this higher source, and put up in the right light, proper results have been obtained.

Creative Ideas

The Division Manager should be ever on the alert to see new opportunities and to devise new ways, means and ideas for developing business.

The Division Manager should not be satisfied unless he has created during the day some new idea for increasing business or improving the efficiency of his offices. Not alone does this provide a means for increasing the returns of the office, but it develops in a man a creative faculty which, after a certain period of time, unconsciously develops his mind and his mental activities to a point where his ideas flow naturally and freely to where he gains a keener foresight, is more alert to grasp situations, and can handle them more intelligently when they do arise.

It becomes to a certain measure the result of habit to that man who sits idly in his office, only taking care of details, such as a clerk might, never creating ideas. His work is handled mechanically, and mediocre results quickly evidence themselves, not alone in his work, but in the work of the employees under him.

In the case of the man who has trained himself to develop ideas, his work is handled in a more advanced way, more intelligently and with greater and correspondingly increasing results from day to day.

Ideas are constantly forwarded to Division Managers through circular letters and through the bulletin. These ideas have been carefully thought out for the general advancement or improvement of business conditions of the offices throughout the country. However, these ideas, which must cover such a wide scope, may have to be more or less general.

It is expected that the Division Manager, upon receipt of them, will not be satisfied merely to transmit the rough ideas outlined, but that he will in turn elaborate the ideas and apply them in a practical way to his own territory, and possibly better them or create new ideas, which they can transmit to their offices in practical form for application. The Branch Manager in turn should develop further ideas along similar lines.

Creative idea ability is probably one of the most valuable assets that any man can have. In everything that is done, it is generally an unusual idea which has finally won. Your branch managers may be a little shy along this particular line. They may neglect it at times on account of being weighed down with other details, and because they do not have a wide range of experience, which you have in the handling of five offices, and you must, therefore, do much of it for them while endeavoring to train their faculties to the same degree of perfection as your own.

Division Co-operation

Co-operation is the life of any business, and it has been practically demonstrated that it is particularly valuable in your division work.

There should be fostered among all managers and all branches the feeling that your division is one big family, an offspring of the parent, Home Office.

Branch Managers should be inclined to help each other wherever possible. Ideas should be exchanged back and forth. Mistakes should be brought to light to ward others off.

You are particularly fitted in your position to help the offices in their work as a whole, by a proper co-operative spirit in your division.

Where one manager gets the experience of only one office and one territory, you are in close touch with five offices, have the benefit and value of their experience, their accomplishments, good features, results, errors and shortcomings.

Branch Managers should be encouraged to exchange ideas through you, to be passed by you to other managers for the betterment of their particular office. They should be impressed with the fact that whenever they build some other part of our business they build themselves, for as our business grows our employees must grow with it, and as we prosper, they also will prosper.

If help is needed in the matter of prints, offices should co-operate in every way possible, even if the manager who gives the help may be somewhat inconvenienced for the time being, and a like spirit observed in any other transaction which may come up in the course of division operations.

Planning Sales Campaigns

With the right kind of co-operative spirit in the division, it becomes easier for the Division Manager, who is in reality sales manager for his particular territory, to plan and execute a uniform sales campaign for his entire division. This is one of the most important duties of the Division Manager, and should have very careful consideration and handling at all times.

We have already had in this company a most striking example of what is caused through lack of appreciation of a sales campaign, in the mishandling of the single-reel comedies.

The Division Manager, when a new service is to be inaugurated, when a new policy is introduced, should prepare this in as great detail as possible, and he

should be able to practically apply this policy or service to the entire territory. He should be thoroughly familiar with all the details before anything is done. Then he should outline a definite sales plan. Every phase of the situation should be covered, and practical instructions outlining every phase of the proposition should be compiled and forwarded at the time the matter is put up to the individual branch manager.

No action should be taken until all plans are completed, and the Division Manager should be quite sure, in completing his plans, that they are practical and will be productive of the utmost results, before he inaugurates the campaign at all. If he feels somewhat uncertain, he should go so far as to discuss it tentatively with his branch managers, and ask for suggestions, or take it up further with the Home Office for consideration, so that, when it once is started, he may be sure it is right and will obtain results.

In any commercial line, no real good sales manager will think of taking on a new line or a new product without mapping out a campaign for its sale in the greatest detail. This generally is presented to you by the Home Office, and should be locally applied and perfected.

An example of what is possible is best exemplified by our general outline of a sales campaign for Equitable releases during the last Division Managers' Meeting, in which we first considered our possibilities, and then mapped out a campaign covering the United States for handling them with the maximum results, later covering individual points and circumstances which might arise, policies concerning the sale of Equitable features and every detail of handling them, with the result that we will be in a position to handle Equitable releases with the greatest efficiency and maximum results, from the minute they are placed before us.

Whether it is in planning sales campaigns, submitting general policies or anything else, the Division Manager should not ask any manager or anyone else to do anything which he cannot do himself, neither should he advance any idea without analyzing it to see that it is practical and right.

Remember, you should be better fitted in every way to apply these ideas than the manager who is under you, and if you cannot do it, how can you expect him to do it?

Therefore, the Home Office endeavors never to submit a policy or campaign to you without practical application, and you in turn should never submit it to your managers or require them to take any action which you cannot practically apply to their individual cases.

Many men are full of ideas, but are not good analysts nor practical applyers of these ideas. Therefore, their value is negligible, as no ideas are good unless susceptible of analysis and application. Application of ideas generally prove their merit and value.

The Division Manager must be able to ferret out and develop weak sales' spots or weak operating spots in the offices under him. This can only be done by very careful analysis of the territory under consideration and its possibilities.

Very often the branch manager does not himself see the spots wherein his business is weak, largely through failure to analyze his own territory. This weakness may cover general principles, or it may cover certain localities served out of his office. In any case, it becomes the duty of the Division Manager to determine and discover these weak spots and take steps to correct them.

Developing Weak Sales Spots

The Division Manager must be able to see opportunities which the branch manager, possibly somewhat in a rut, or unable to struggle out of certain details, has missed, and the Division Manager must be able to find this sore spot, prescribe and apply a remedy which will correct it.

The remedy is simple. It is simply the sales and business methods which have already been outlined and are outlined under the heading of "Branch Managers."

The bad condition has unquestionably arisen through failure of the branch manager to consciously follow out some phase or detail of this systematic handling.

**Personal
Contact
with Offices**

It is necessary and desirable that the Division Manager personally visit his various branches as often and as regularly as practical. It is only through personal touch that the man can be handled to the best advantage, that operations of the territory can be accurately followed, that the methods and conduct of your offices can be properly checked and improved, and the policies employed properly supervised.

**Supervising
Local Policies**

The Division Manager should, in his correspondence with his offices, and particularly upon his personal visits, watch carefully the judgment which the manager exercises locally and the judgment which he is exercising in handling certain situations or general operations.

We have had some very striking examples of where offices have been almost wrecked by certain managers, on account of the failure of the Division Manager or a Home Office representative to call there in three or four months.

A manager can do much harm by adopting an antagonistic attitude, a strong arm attitude, by taking a certain stand on price or service, or, in fact, by operating along quite a number of lines, which will so antagonize or destroy the prestige and business of that office with customers, that before we can get there to personally check it our business has not alone dropped to an alarming degree, but we are in bad repute with a great number of exhibitors, and it requires much time and money to build our business back to the point where it belongs.

Also, without personal touch, or without your requiring managers to fully submit to you any big questions for judgment, it is quite easy for a branch manager to enter into a contract or adopt a certain policy which may be quite harmful to the company later on.

Very often a branch manager may feel sure that a certain action is justified, whereas, the better judgment of the cool and unbiased Division Manager quite clearly indicates that some entirely different course should be followed.

We have had a case, for instance, where a first run account in a big exchange city, which should ordinarily pay around \$300, is now being served at \$10 through the hasty action of a branch manager, whereas, undoubtedly, proper supervision by the Division Manager would have brought about a more happy and beneficial conclusion of the transaction.

**Checking
Detail
Operations**

Upon these personal visits to the branches, the Division Manager should as carefully as possible check over all detail operations of both the office work and the sales development work, and this brings up the necessity for the Division Manager to know intimately every detail operation of the company, both from a mechanical and sales standpoint.

The Division Manager is a sort of court of last resort for anything which may come up in any office. He should know forms, methods of operation, general pro-

cedure, so thoroughly and intelligently that he can instruct or help anyone in any department along any line they might wish.

He should then, upon entering any office, check the various departments, to make sure that they are being operated along the right lines. This, of course, should never be done until the sales development work has first been considered and taken care of.

Considerable time should be spent in ascertaining whether or not the work is being carried on along the right lines and the best possible results obtained, and the best possible service given to customers.

If the Division Manager does not know these details, and is not familiar with the working operation of the company, he is not in a position to properly check and give assistance on these matters.

Reports on Branches

When a Division Manager has thoroughly gone over the office which he is visiting, he should make a careful and detailed report to the Assistant General Manager, at the Home Office, upon the condition of that office, as a whole, as he found it, as to just how sales development work is followed up, general efficiency which has been obtained, and a few words as to the merits of the various employees, as well as a forecast of future business possibilities.

This is made necessary from the fact that under the present handling of the offices, through the five Division Managers, the Home Office does not come in close personal touch with the branches, as it otherwise would, and it is only such a close, detailed report which keeps it in touch with the office, its operation and employees.

Developing a Run Down Office

Where an office has become run down there are generally two reasons—lack of sales development work, and generally improper handling on the part of the branch manager. This latter may cover a multitude of sins.

It may mean that the branch manager has adopted the wrong attitude toward exhibitors, and has been antagonistic. He may have adopted the wrong policies for his territory—either too high prices, too low prices, or many other faults might arise. Maybe an inefficient office force has given poor service, thereby creating an ill feeling or dissatisfaction amongst the exhibitors. Maybe the office generally is in a slipshod condition, with careless, arbitrary employees and no system of any kind.

Naturally such conditions are disquieting, but not most important, nor the first thing to be considered.

The first and most important action to be taken is with reference to the installation of proper sales development work, since that is the basis of the income of the office.

Once sales development work is properly started, results continue rolling in with any sort of handling, and while these results are coming in the Division Manager may then turn his attention to the proper organization of the office.

In the former absence of sales development work, the development of the territory generally may have been so lax that there may be a number of glaring individual cases, which, taken separately, would be enough to discourage the average man, or keep him flitting around for days. Therefore, it might be wise to only consider the territory as a whole, and the general principles of sales development at first.

In accordance with the outline of the proper handling of an office, the prospects of that particular office should be grouped and marked off to ascertain the un-

served possibilities. Salesmen should be routed systematically over these routes, and they should work with personal letters ahead of them.

The last Division Manager's unserved prospect list should be taken up, and individual and personal letter work started with every customer not on our books.

Reports and bookings will then be coming in from the salesmen, which will naturally be followed up, and they in their simple way start an actual flow of sales work, which must continue while you are organizing the office.

If, once you have started the general development of your entire territory, certain big accounts and certain questions come up which should be met with individual and deep consideration, you can then turn your concentrated attention to these individual cases and work out some plan for their correction. This can be done at the same time you are starting your office reorganization, which now comes naturally in line, and is accomplished while the sales development work you have already started is showing its effect.

If the employees of the office are not efficient, replace them as rapidly as possible. If the work is improperly divided, it should be rearranged. If the proper systems are not in use, they should be installed as rapidly as possible.

It is up to the Division Manager to ferret out and determine just where the faults lie, and correct them as rapidly as it is possible to so do.

You will probably find that within a comparatively short space of time you will have corrected the very faults which have been holding the office back, by the mere analysis of the underlying faults of the office and the correction of these underlying faults, whatever they may be.

After you have gone into that office and installed the principles and methods of operation, which are outlined under the heading of "Branch Managers," the results must be maximum returns from that particular territory and office.

Installing Branch Managers

Great care should be taken in installing a branch manager, to be sure he is properly started out in his work. Proper start is half the battle in anything, and a new man should be carefully instructed and advised as to the general policies of the company, the definite handling of that branch and branch work, and the various policies involved in the handling of our offices by the branch manager.

Particularly important is the proper direct backing up of that branch manager for a certain period of time after you have installed him, especially if the man is new in managerial work.

Nine cases out of ten, the man is new to the territory he is going into, and probably, being new, he will not only face many unusual local situations, which are different from any he has met before, but a great number of discouragements will, no doubt, arise to generally shake his handling of the office as a whole.

If you are there to back him up, to decide questions for him which he is hesitant to decide for himself, to season his judgment where it might be weak, to encourage him where discouragement might break him down, to generally help him in any situation which might arise, you will not only be sure that he is started out on the right track and with a right foundation, but will, no doubt, have saved him from losing a great deal of confidence, which is necessary to his success; and you will also have saved that office undoubtedly a great many dollars in wrong handling and judgment, which might otherwise be exercised.

Therefore, it is desirable for a Division Manager who installs a new manager

to spend a week or more with him after installing him, or arrange to get back for a few days shortly thereafter.

When installing a new branch manager, it is desirable to notify the Home Office sufficiently in advance, so that we can arrange to have a traveling auditor there at the same time. This will take away from the Division Manager a great deal of the detail work and responsibility incident to such a change. The auditor can be checking up and going over detail work of every department, and also be of material aid to the new man in the handling of forms and instruction on office operation, and make sure that the work is being done right in every particular.

Standardization of Offices

Every office in the United States and every department in each office, should be standardized. Certain methods of doing business have been outlined, and certain forms have been provided for each operation. There is no reason, then, why one office should not be using some of these forms, or using different forms.

If any manager or Division Manager has an idea for a form and it is good, it should be applied throughout the United States; and if it is not good enough for the entire United States, or is not better than the form we have, there is no reason for its use, as it not only entails added expense, but puts into practice a different method of operation, which would not be understood by a new man coming in to handle the work.

Therefore, any time a branch manager desires to install a new form, it should first be submitted to the Division Manager and then to the Home Office, so that it may either be taken up all over the United States or rejected.

Every office should be so handled and so organized that any man, from any part of the United States, who has never seen that territory previously, can go in and handle that office and every department of it smoothly, intelligently and accurately, in accordance with the requirements of the company.

See to it that your offices are all standardized in accordance with the requirements, policies and business methods of the Home Office.

Weekly Meetings

Encourage and see that weekly meetings are held in each office. This subject is discussed at length under the head of "Branch Managers."

Division Manager's Office

With the part which the Division Manager plays in the present organization, it is quite essential that each Division Manager have a secretary, and that he carefully watch the handling of the details which pass through him.

At this time, practically all forms come to the Division Manager for O. K. before they are passed. All purchase orders, credit memorandums, applications for deposit, contracts and cancellations come to the Division Manager for his O. K. If he O. K.'s them, this is sufficient authority for the Home Office, from a sales standpoint, to pass the transaction in question.

In the matter of contracts, cancellations, etc., if these are approved by the Division Manager, they are to be sent into the Home Office by him, records, of course, being kept in the Division Manager's office.

Credit memorandums, if approved, are to be returned to the branches, where they are abstracted and then returned to the Home Office. If they are not approved, the branch should not abstract them, but make a further endeavor toward settlement, according to the Division Manager's instructions.

Applications for deposit, when approved by the Division Manager, are to be sent direct to the Home Office, which will approve them from an auditing standpoint before they are returned to the branch for abstraction.

On purchase orders, both the original and the Home Office copies are sent for approval to the Division Manager, who will O. K. them, forwarding the Home Office copy to the Home Office, and return the original to the branch for forwarding to the supplier. If not approved, both copies will be voided and returned to the branch.

These general detail matters of operation should be very carefully watched in each office, and handled accordingly, in order to avoid any confusion either in the branch or in the Home Office.

It is further necessary that, generally, approval be obtained from the Division Manager for any hiring or releasing of employees, or any increases in salary. Particularly will we not pass any increase in salary except with the approval of the Division Manager.

Since this is all left up to the Division Manager, he should be quite careful to notify the Home Office as to all increases and changes of employees, so that proper records may be kept at this point.

Branch Managers

Qualifications

Executive ability
Sales development ability
Analytical ability
Seasoned judgment
Ability to choose and develop men
Keen foresight
Creative idea ability
Correspondence ability
Efficiency
Enthusiasm
Personality
Tact
Honesty
Conscientiousness
Energy
Ambition
Confidence
Stability
Loyalty
Knowledge of business
Knowledge of territory
Advertising ability
Co-operative spirit
Promptness
Politeness and courtesy

General Duties

Choosing and developing men
Handling sales development work
Planning sales campaigns
Increasing branch business
Exercising judgment
Ferretting out and developing weak spots
Increasing office efficiency
Organizing branch departments
Establishing service to customers
Co-operating with exhibitors
Advancing business getting-ideas
Handling salesmen
Checking outstandings
Checking economy of branch expenditures
Creating loyal co-operative spirit
Following Home Office instructions
Injecting local enthusiasm
Checking details



Branch Operation

Branch operation may be broadly divided into three departments—sales, accounting, and shipping.

Sales work covers everything involved in securing the customer's business.

Accounting work involves everything covering the billing of that business and the expense operation of the branch.

Shipping work covers everything involved in giving to that customer the business for which he has contracted, and complete service in connection therewith.

The branch manager's supervision of the departments and his responsibility for the individual operations and results of each, and the office as a whole, therefore places him in a position where he must so direct each department and its operation, employ such men and so supervise their work that the best results will be obtained in every instance.

The most important element of branch operation is sales and sales development work.

Sales Development

Sales development consists of increasing the business of your office until the maximum possibilities of that particular territory are being obtained.

It consists roughly of determining the possible maximum business of that territory, so grouping the prospects that they can be individually considered and handled, taking the proper sales steps to take on all available accounts not already served, and giving such service and co-operation as to retain the business once it is put on.

Sales development proper can be generally divided into two sections:

1. Sales by Mail.
2. Sales by Salesmen.

Sales by Mail

(a) Every office should have a standardized 3 x 5 card index file, covering every exhibitor in its territory. This index file should be divided into two groups; one covering contract prospects, and the other covering wildcat possibilities.

Each card should contain the following information: City, population, number of theatres in city, theatre, owner, seating capacity, contract price quoted, wildcat price quoted.

This card is designated form 5-D, and is shown in the supplemental list of forms attached hereto.

(b) Each week a weekly branch report is made out by each branch, as per sample form 1-D, shown in the supplemental list of forms attached hereto.

This report, besides showing a summary of weekly business, lists each exhibitor served the past week, with details. Upon the Division Manager receiving this form, he will have his secretary draw from the card file of that particular office the cards of customers served during the previous week, thus leaving in the drawer the cards of the customers not served during that week.

The Division Manager will, of course, check up first to see that the customers have been served on the right basis and are being properly handled as to policy,

price, advertising, etc. The most important consideration in this particular transaction, however, is the possibilities that were not served the past week.

Following the withdrawal of cards served the week before, the Division Manager's secretary will make for that office a complete list of all customers not served by the office the week past, grouping the unserved prospects by population, as follows:

1st group	over 25,000
2nd group	from 10,000 to 25,000
3rd group	from 5,000 to 10,000
4th group	from 2,000 to 5,000
5th group	under 2,000,

as per sample form 7-D, shown in supplemental list of forms attached hereto.

(c) Upon receipt of this unserved customer list in the branch office, it will be carefully gone over by the manager, or his assistant, whose particular duty with us is sales development work.

If an office carries a sales developer, his entire duty should be sales development work. That is, following up unserved customers, handling the salesmen, etc., leaving the manager free to his managerial duties, the handling of the office, all other correspondence and sales work, etc.

If there is no sales developer in the office, the manager should, as nearly as possible, devote half of his time to routine managerial work and half to sales development work.

The plan of working this list is that each customer which was unserved by that particular office last week should hear from the office either by salesman, letter, telephone, wire, or some other means. It involves the old principle of continually hammering in one spot until the result desired is obtained. Also it is intended that those prospects be followed up, not by circular letter, but by a personal, individual letter, offering a concrete proposition and covering the requirements of the particular theatre under consideration.

If the list is so long that it cannot be covered in a week, two weeks should be taken, or three weeks, or whatever time is necessary. Either the most probable account should be picked out and gone over first, and so on down the line, or the sales development man should start at the head of the list and keep plugging straight through until he has completed it, checking off the individual house as he covers it. Just as many should be covered each day as the sales development man can cover with individual personal letters. It is better to cover fewer prospects, and cover them effectively and completely, than to cover a great quantity in a less specific way.

The number to be covered rests entirely upon the ability of the man to concentrate himself upon the particular house and to dictate letters which will fully and concretely cover its requirements.

Under no consideration should they be gone over in a slipshod fashion, nor should the letter be couched in generalities.

(d) Every office, both for mail sales and for following up the salesmen's report, should have a general follow-up or suspense file, composed of a regular filing drawer, with an index of the thirty-one days of the month and each month of the year.

When a letter has been written which requires an answer, or which should be followed up, it should be placed ahead in the suspense file under the date when the answer should be received, or it should be followed up.

In the instance of mail sales work, in most territories, replies should be received from customers in about four days or a week.

If we set a standard of one week, and you have written a customer from your prospect list on Tuesday, the 1st, this letter should be placed ahead to Tuesday, the 8th, for following up at that time. If your customer has not replied as he should upon the 8th, the letter should be taken out and a second letter written the customer, giving him further points and putting up further convincing arguments than you did in the first letter. Both letters should then be placed ahead to Tuesday, the 15th. If upon Tuesday, the 15th, the customer still has not been heard from, he should be followed up for the third time, and the letter placed ahead to Tuesday, the 22nd. If upon Tuesday, the 22nd, the customer has not been heard from, the letter should be taken out and a final letter sent, while careful consideration of the case should be given by the development man with the manager.

Evidently there has been some reason for our failure to appeal. Probably our policy has been wrong, our price too high, we have been following the wrong line of argument, we have put up the wrong service, or some reason of this kind must be present. It then becomes necessary for us to carefully ferret out this reason, and either determine to send a salesman to the account personally, or start a new set of correspondence with him along entirely different lines, with a different proposition from any that we have put up before.

Sales by Salesmen

(a) In considering the possibilities of any office, in order to determine the actual maximum possibilities not being served at present, and to efficiently route your salesmen, it becomes necessary to so group your prospects into such units that they can be concretely, individually and conveniently handled.

This is really an action which covers the consideration of all sales development work, and is useful in connection with a mail sales campaign, as well as a salesmen's campaign.

It is taken up in connection with salesmen for the simple reason that it lends itself very readily to the combination with efficient salesmen's routes, thereby combining the two operations.

In grouping your prospects into such units that they can be handled, it will be found practical and convenient in each office to group them by the exact routes which the salesmen cover, as they take them.

If a salesman is routed efficiently, his line of operation will either lie along certain railroads or in certain sections of the country where the greatest number of towns can be made close together with the least expenditure of time and money.

Very often they lie along circuits, if circuiting is being done in that particular

office. It, therefore, becomes convenient, as the customers lie in units more or less, to judge of how well you are served, or the possibilities in that particular unit.

When the prospects of your entire branch territory have been divided off into such groups or units, the manager should then go over each unit and carefully mark the customers which are served or unserved, probably marking the contract customers with "c," the wildcat customers with "w," and checking off with "x" those exhibitors which are in such close competition to our present exhibitors that they cannot be taken on, or those exhibitors which for any peculiar reason the manager knows it will be a waste of time to see. However, the manager should be very careful not to check off any one who is at all a possibility.

This, then, leaves open and unchecked all the exhibitors in that territory who are not upon our books and who should be, and can be put there; or, in other words, the actual possibilities and probabilities of that territory. It can, therefore, be seen at a glance whether we are well served or poorly served and represented on that particular route, indicating which routes need our most attention or our least attention, and telling us at a glance where we can best put in our time to the most profit with the least waste on impossibilities.

A sample form of grouped prospect lists is attached hereto in our supplemental list of forms, and is marked form 6-D.

It is made up in such a way, with short fly-leaves, that it can be combined in checking up the salesmen's daily reports as he goes over the various routes, year in and year out. Every leaf, each time a salesman makes route, should have information on it from the salesman's route which can be quickly copied on after the exhibitor, so that the information concerning that exhibitor can be kept up to date, and his standing as to being served or not served can also be kept accurate at all times, giving our lists 100 per cent. reliability, as far as possibilities and impossibilities are concerned. It is obvious that we do not want our salesmen to waste time on those customers which it is impossible to do any booking with, while they will save a lot of time by just calling on the customers who are really possibilities.

(c) Salesmen should be efficiently routed at all times, and this is another value of the grouped prospect list, which has previously been pointed out as having been grouped along railroads, or in certain unit sections where the salesmen may move from city to city, making as many cities as possible in the least space of time and with the least expenditure of money.

While it becomes necessary to sometimes deviate from the routes as the occasion demands, for the most part it is a far better practice to as nearly as possible establish these routes, and have the salesmen systematically travel over them year in and year out. This is a practice which has proven practical in almost every other line of merchandising.

If it is necessary to deviate at times, the methodical routing should be gotten back to as quickly as possible.

This also involves the same principle as our follow-up mail sales campaign—that of continually hammering at one spot methodically until it falls. Also, this gives us the value of knowing that we are systematically entering every town in our territory at stated intervals, instead of covering certain points frequently, and probably some other towns not at all, because they have slipped our mind and we have no method of checking up, unless we follow our methodical routes.

These routes, being grouped as they are, always provide the next route for the

salesman before he gets off his present route, and the route may be relied upon as nearly efficient as it is possible to make it.

(d) Before sending out a salesman, his route should be carefully compiled for him, covering the towns he will visit, with the theatres therein, the dates he will approximately reach each town, and full and complete information as to the theatres to be covered, also any dealings we may have had with them.

This is made up on form 4-D, shown in the supplemental list of forms attached hereto, and should carefully cover the most complete information, the most minor details, as to any transactions or relationship with the exhibitor whom the salesman is to see.

It is very important to co-operate with and pave the way for your salesmen, as they are a great part of the life of your business.

Very often it may be deemed desirable for the salesman to discuss or make collection, or some particular proposition made by the manager. If there has been any trouble with the exhibitor, if any questions have arisen whatsoever, they should be outlined in this salesman's advance sheet, so that he will be fully prepared to meet the situation before it is put up to him by the exhibitor, and so that he will be completely aware of the details and circumstances of the case.

If possible, it is often desirable for the salesman to go to the correspondence file and look over the correspondence we have had with the exhibitor upon whom he will call before he leaves the office.

(e) The salesman's routes should be gotten up as far as possible in advance of his leaving the office; and prior to his departure, each customer should be notified by a personal, individual letter of the approximate time and date the salesman will call upon him to go over our proposition, asking that exhibitor to reserve dates, if he has them, and giving a short sales talk to the exhibitor, covering his particular situation, and possibly enclosing one or two of our latest heralds, in order to prepare the customer for the salesman's coming and interest him to looking forward to the visit, this generally paving a way for and helping the call of your salesman wherever possible.

If properly handled, the right kind of personal and individual letters will not only help the salesman materially, but will give them a 50 per cent. better introduction, and it may actually cause the exhibitor to reserve a few open dates, instead of booking elsewhere. Its benefit to the salesman cannot be estimated.

(f) Upon the completion of the salesman's call on the theatres of any city, he has two operations to perform.

First, the writing up and signing of contracts which may have been made and forwarding them to the branch office; also every detail possible concerning that booking, paper order, customer's requirements, a hint as to what bookings would take best in that city, any peculiar situations which have arisen, and every detail as to how best to serve that customer's interests.

On those exhibitors to whom he has not been able to make a sale, he will give full and complete report upon the daily sales report, form 2-D, which is shown in the supplemental list of forms attached hereto, giving complete reasons why this exhibitor could not be booked by him, and his stand so far as our company is concerned. This report should be made out by the salesman in detail, and as intelligently and legibly as possible.

(g) Upon receipt of the salesman's envelope in the office, the manager likewise has two duties to perform.

First, he will have bookings made, will verify the dates and notify the customer of the verification of same. This verification should likewise be a personal and individual letter, wherever possible, devoting a few lines to the merits of the picture which the man has booked, and possibly enclosing a few heralds covering same.

By a few words of enthusiasm to the customer on the picture booked, if the customer has not been sure of himself in making the booking, or is wavering, this letter will probably serve to steady and convince him. Or he may be satisfied and yet regard the booking as only an ordinary one, which he intends to advertise only as an ordinary show, and which in turn would probably draw only an ordinary patronage, to the disappointment of the exhibitor.

On receipt of our letter he will, instead, be filled with a little bit of our own enthusiasm. His regard for the picture will be very much increased, and he will be unconsciously influenced to give this feature a few more posters, a little bit stronger advertising, a little bit more attention than he would give some ordinary feature he has booked, and with this exceptional advertising, exceptional posters and exceptional attention which he is giving it, it will draw an exceptional audience, which, of course, he attributes to the features and holds our company in regard in accordance with his receipts.

The reports which the salesman sends in covering the exhibitors he was unable to book should be carefully gone over and first entered on form 7-D, from which you can readily have the results of the previous salesman's call. The exhibitor should be written a personal letter, taking up and covering the objections which he has raised with the salesman; of course, first thanking that customer for the courtesy extended to the salesman in his call.

If the exhibitor does not believe in features, he should be written along lines convincing him of the value of features.

If he is satisfied that some other features are better than ours, we should be able to show him where our program will draw him more money than any other would.

If he has keen competition, point out to him how he can overcome it, as it has been overcome by others, with the use of our features, etc.

In other words, instead of letting that exhibitor grow cold after our salesman's visit, we should endeavor, if possible, to do what the salesman could not do. It is barely possible that the salesman's personality may have been such that the exhibitor took a personal dislike to him, and, although convinced of the merit of our goods, might not have booked, where the manager's letter may convince him.

It may be that the exhibitor was stubborn, and, although convinced, did not want to give in, in which case a letter might get him.

It may be that the salesman was feeling bad that day and did not put up a real convincing talk, where our letter will get him.

It may be that the salesman overlooked two or three suggestions, which might be put by the manager in such a way as to convince the exhibitor.

At the very most, it is again the principle of continually hammering in one spot, and keeping ourselves alive to the interests of the exhibitor, until the salesman calls or we have him on our books.

(h) Letters which follow the salesman's call, like our mail sales work, should

be put in a follow-up or suspense file, and should be followed up weekly, until the exhibitor has been gotten or the salesman makes that city again.

Collections

Every manager should appreciate that sales development work and the business results of his office are represented in the collections. No development work is of value, no bookings are of value, in fact, are losses even beyond the bad indebtedness, unless the rental of the service can be collected.

Therefore, a manager's weekly results, so far as business is concerned, is judged, not by the amount of bookings, but by the amount of collections, and he should conduct his office in accordance therewith.

The first step in insuring collection lies in the salesmen taking only solid accounts, those which are reliable and which are certain to pay, or pay cash in advance.

There is no reason why every reliable exhibitor should not pay cash in advance. Exhibitors receive cash in advance from their patrons over their box-office window to see the film which we supply them. Nobody every heard of a charge account in a moving-picture theatre.

Any business in existence to-day must have cash to operate on, and you are, therefore, certainly entitled to ask the exhibitor cash in advance for the film supplied him, and salesmen should sell on that basis; likewise should the manager have all his dealings with customers on that basis.

Salesmen should primarily, in entering a town, know, or ascertain, the most reliable customer, and, if possible, book that customer.

The manager, upon receiving a salesman's booking, should make sure of the customer's reliability, and refuse to accept any booking from an exhibitor who is not reliable, or who is poor pay.

Unfortunately, in the past we have not had this close attention to collection work, and from this lack of attention a bad state of outstanding accounts and bad credits exists.

Where the condition exists that branches are not receiving cash in advance, there should be very close relationship between the manager, bookkeeper and shipper, with a view to getting the accounts paid up and prevent any customer from becoming in debt to the company for more than one feature.

Each morning the shipping clerk should submit to the bookkeeper a list of shipments to be made that day, and if there is on that list any customer who owes us a considerable sum of money of long standing, or he is in arrears more than one feature, the matter should be placed before the manager for his judgment as to sending the shipment C. O. D., or some action for collecting the amount due us before the feature is sent out.

In this way accounts can be kept down materially, and there is no reason why there should be outstanding accounts in any office we have. Boston is not only without an outstanding account, but is paid ahead, and upon the basis which we already put up, all our offices should have a like record.

It is to be regretted that at the present time some offices show very heavy outstanding accounts. It, therefore, becomes necessary under the circumstances for the manager to each week carefully check the present outstanding accounts, form 131, which is shown in the supplemental list of forms attached hereto, with an endeavor to get it down just as much as possible, each week.

Careful checking weekly on the part of the manager should serve to very largely cut down the list and bring about far better conditions with reference to outstanding accounts than we have had in the past.

Managers should, if possible, make arrangements to each Saturday afternoon, or each Monday afternoon, get in touch with each exhibitor who used our service the week previous and did not pay for it, and follow up with like action through the week.

If there is any account of long standing, or where the exhibitor has used more than one feature, it should immediately be closed up in some way.

When an account gets on our outstanding list, there are just four ways of closing up the indebtedness:

- Payment by Exhibitor.
- Compromise or Settlement.
- Legal Action.
- Credit.

First of all, we should endeavor to collect the account. If this cannot be done, we should endeavor to settle, if, in the opinion of the branch or Division Manager, it is best to do so. That not being the case, and upon the Division Manager's instructions, the account should be sued, or if none of these operations are successful or business requirements demand, the account should go credited.

Every outstanding account should be considered from this standpoint, and some basis of collection decided upon. This is particularly true of smaller outstanding accounts on our books which have been there for some time. Generally these smaller accounts are something which is in dispute and are more than apt to cause a misunderstanding and possible rupture of business relations, which may prove very costly to us in the long run. Therefore, they should be taken up and settled just as quickly and effectively as possible.

As a rule, accounts remain unsettled on account of lack of attention on the part of the manager. A great many managers adopt an entirely wrong attitude toward collections, and have been inclined to bow to any demand which an exhibitor might make relative to collecting his account, and are inclined to put through a credit memorandum upon the least provocation, figuring that this holds the customer's business.

Such is not the case. No fair-minded business man is going to respect or regard the man more highly for weakly giving into him in fair business matters. If a man is justly indebted to the company, there is no reason why he should not pay.

If, however, there is any question in the matter or any circumstance which really affects the payment, this certainly should be carefully gone over and settled; but if it is merely a matter of where the customer does not want to pay, the manager should not feel that he is going to win and hold that customer's business by giving him credit. The only way, then, to hold such business is by continually giving credit, thus giving away the company's profit.

Every branch manager should deeply realize the importance of collections, as we regard highly the employee who cannot only get the business, but collect the returns on it in a business-like way.

Economical Expenditure

Secondary only to development of business and collections is the economical and efficient handling of the office out of which the business is obtained.

Each office is eventually considered on a question of net profit, and net profit is simply the amount of business done, less the cost to obtain that business.

Therefore, a manager may readily recognize that he gains just as much by saving \$100 in expenditure as he does by putting on a \$100 customer.

The really valuable man is not necessarily the one who can get the most business, but the one who can get the most business with the least expenditure, as no office is an asset to the company which spends all of the profit which it takes in.

At the close of our fiscal year, in figuring the net profit of the offices, we found two or three offices which had collected several thousand dollars more than a sister office in rentals, yet that other office showed a greater net profit, because its expense had been a great deal less.

Branch managers should practice economy in expenditure, both for the net results it shows in their work and for the general efficiency which it develops in them in their business operations.

Economy generally consists of not purchasing anything which is not needed or which can be gotten along without; also not spending any more money than is needed to accomplish the result required.

At no time should economy be practised at the expense of production work, as it is false economy to save \$1 and lose \$10 in sales. However, in every other department of the office it is possible to economize, and even in the sales department it is often possible to obtain the same results with a smaller expenditure, and this should at all times be considered.

Branch managers should require that every department practice economy in expenditure in all their work and in everything they do. The purchasing department by shopping properly can very often obtain the same article at a cheaper price, by either buying in quantities or going to another store.

For instance: A branch manager one time bought an oil stove. There is only one stove on the market which sells for more than \$3.50, and that one sells for \$11. All other oil stoves sell for anywhere from \$2.50 to \$3.50. Instead of looking around before purchasing, this manager bought the \$11 oil stove. We were later informed to the effect that the \$11 stove really gives less result than the one for \$3.50. The Division Manager had the stove taken back and exchanged for the cheaper one, thereby saving the company \$7.50.

At another time this manager ordered pictures taken of the office. He called up the first photographer in the telephone book, and never asked the price. As luck had it, he hit upon the highest-priced photographer in town, with the result that he was charged \$17 for work which we should have secured for not more than \$5, and possibly for less.

Very often it has been found that offices were paying \$1 a dozen for pencils. Upon the matter being pointed out to them, they found that they could obtain pencils which would give the same results, or even better, at 35 cents a dozen.

Countless incidents of this kind can be cited. There was at one time a certain branch which was averaging \$150 a month in telegraph bills, through careless and inefficient handling. Matters were left until the last minute and then a wire sent. Upon proper direction of the Division Manager, this bill was cut down considerably more than half, and without the loss of a single sales development possibility.

It is quite a striking example that if each manager would only save \$10 each week on such expenditures in every office in the United States, the company as a whole would save \$12,000 in one year's time; and many offices can save a great deal more than that amount.

Since carefully watching the expenditures of some offices, the average weekly expenditures during the past three or four months have been cut down \$50 per week or more, and in one particular instance it was cut down nearly \$300 per week. The cut in this office alone is saving the company \$15,000 a year, and will show the concern a net profit of \$15,000 more next year than it did last.

Branch managers should realize the importance of economy, and, furthermore, recognize that it is not due to small principles on the part of the company, but is an absolute business virtue, which they should be just as glad to practice as we are to have them, for in the long run it shows just as much more to their credit, works just so much more to the general advancement of the company, which means in the long run their advancement also.

Salesmen's Expenses

Salesmen's expenses are treated under a separate head, for the reason that there has been much discussion on this in the past, and this forms a very big item of branch expense.

We expect all our salesmen to live exactly as they would if they were traveling at their own expense. We do not expect them to stop at high-priced hotels, which we feel certain they would not stop at were they traveling at their own expense; neither do we expect them to live in cheap or degraded fashion.

It will be found that in every city, no matter how large it may be, there are commercial hotels run generally by old commercial men especially for commercial travelers, and generally conducted at reasonable commercial rates. These are the hotels at which we expect our salesmen to stop.

However, the greater part of the time our salesmen travel in smaller communities, where the hotels are run on a good, clean basis, and yet are never expensive.

The subject has been very carefully discussed with various authorities from every viewpoint, and in every instance it has been confirmed that an efficient salesman should be able to travel at an average expenditure of \$2.50 per day. Some days he may have to average more, and other days less; and we expect the salesman to put in the exact amount of his expenditures in each instance, and we further expect this expenditure to be reasonable and exactly as it should be if he were paying the bills out of his own money.

Figures have been compiled in this office of the expense reports of salesmen from all over the United States, and it has been found that the very best salesmen have been able to live at or near \$2.50 per day, week in and week out, in the territory which they are traveling.

It has been found true of salesmen in Los Angeles, San Francisco, Seattle, Salt Lake City, Denver, Omaha, Chicago, Buffalo, Dallas, Cleveland and Indianapolis.

The West is recognized as the most expensive part of the country in which to travel; and, at any rate, these offices are scattered all over the United States, which is indicative of the fact that local rates have not been higher or lower enough in some other part of the country to make the salesmen's expense cheaper, but have been the results, purely and simply, of the economical operation of the man who is doing the spending.

If one man can do this and get good results, there is no reason why every man cannot do the same.

Many employees feel that, just because they are living at the expense of the company, they have an opportunity to go as far as they like. This is a very poor business principle, and can possibly best be illustrated by the actions of a certain traveling auditor out on the road.

While working in the Auditing Department of the Home Office, it is a known fact that he used to spend 15 to 20 cents a day for lunch, but as soon as he got on the road, he put in hotel expenses of \$3 a day and \$1 a meal. The injustice of this can readily be seen without any further comment.

When we are spending the company's money, we should even be more careful than in spending our own, because in spending our own money we have no one else to account to, while in spending the company's money we are handling some one else's funds, which should always be used in a conscientious manner.

Here again, the best man may not be regarded as the one who brings in the most business, but who brings it in at the least expense; and if two men in one office each draw the same salary, and bring in approximately the same business, one living at \$3.50 per day and the other at \$2.50, the one with the higher expenses is considered by far less efficient, and might be considered as getting just that much more per week. Furthermore, in considering his chances for advancement or increases in salary, this would be taken into consideration. This would also be taken into consideration if this salesman were looking for advancement to a managerial position. If he cannot control and regulate his own expenditures on an economical basis, it is hardly feasible that he would regulate the expenditures of a branch on an economical basis and in an efficient manner, and it would weigh quite heavily against him.

Office Efficiency

Lack of economy in office operation is quite often caused by inefficiency in the office force. This, of course, bears even more heavily upon the ultimate business results to be obtained than upon the expenditures, and should be very carefully considered from a standpoint of the successful operation of the office and service to customers.

It does not necessarily follow that because an employee is working eight hours a day, or may even be working overtime, that that employee is efficient. That employee may not be doing the greatest amount of work possible or doing the work in the best possible way.

Very often a branch manager may be somewhat influenced by the personality of an employee, and the employee which he may have considered efficient and a hard worker really may be lacking in a great number of qualifications which may be retarding the office work generally or hurting it specifically.

Every department should be filled with the best employees that it is possible to obtain. Employees who will do the best and most work in the shortest space of time. Work turned out on this basis is generally apt to be far better than the slipshod, mechanical work of the less efficient laborer, and will not only, as a rule, have better results in the individual transaction, but will have a better effect on the others working about the office, and may result in so handling the entire labors of the office that it will be found possible to eliminate one or more employees.

That office is always best off which can accomplish its work with the least number of employees handling it; also it is more economically operated. The individual work itself must be efficiently handled if the best results are to be obtained out of the office, as a whole.

Once a customer has been placed on our books, we must depend on efficient service to keep him there. If you have a mediocre, careless or incompetent employee, who is going to be constantly making errors, that employee will cause us to lose business. That is why we cannot be satisfied even with just a satisfactory employee. Our employees must be the very best that it is possible to obtain.

The work must be so arranged and taken care of that it can be accomplished in an efficient way and in the shortest space of time. Very often lack of efficient work is the fault of the employees. At other times it is the fault of the division of work, or proper organization of departments by the manager.

An actual instance arose at one time where a stenographer was put on to help the bookkeeper, with the expectation that her bookkeeping work would consume about one-half of the day, and the rest be devoted to stenographic work. It was found, however, that she was devoting the whole day to bookkeeping work. Upon proper analysis of the reasons, it was found to be both her fault and that of the manager.

In the first place, the girl was slow, inefficient and not able to take care of details. In the next place, the manager had not properly divided her work so that she might concentrate on it. Instead, she scattered her bookkeeping work all over the day, jumping from one thing to another, so that she could not concentrate and was constantly flitting about, with the result that at the end of the day she had consumed a lot of time without really accomplishing anything.

The branch manager, upon analyzing her work, set aside specific hours for taking care of specific transactions, wherein she concentrated during these hours until she finished the task to which she was assigned, and in this way a great deal of time was saved, merely by the manager mapping out and dividing her duty in such a way that she could handle it concretely and concentrate upon it during the time she was on it. A great deal more time was saved and better service obtained when the manager made a change and got a real rapid, efficient girl in place of the slow and careless one who was attempting to do the work.

Branch managers should carefully analyze their employees, their work and division of duties, to see that they are divided in such a way as to bring about the best and most efficient results for the office. Some employees may have too little work to do; some employees may be doing work which could be done better by others, etc. The efficient manager will quickly ferret out these conditions and correct them, getting the right man in the right place, doing the right work in the right amount of time.

Number of Employees

The question has arisen as to just how many employees an office should have and how the work should be divided.

It is probably safe to even outline a basis of employees for the average office which would cover almost any office of the company outside of New York and Chicago, and possibly one or two others, and upon the basis of handling two feature releases per week.

There has been placed opposite each employee the average salary which should be paid, or rather aggregate salaries for the total number of employees in that department. The number may have to be varied somewhat, on account of certain local conditions, or salaries may have to be varied somewhat; but it is unquestionably a good ideal to work to, and should be adhered to as nearly as possible:

Manager	
1 Assistant Manager or Sales Manager.....	\$25
2 Salesmen	50
1 Bookkeeper	20
1 Booker and Assistant Bookkeeper.....	15
1 Record Clerk and Assistant Bookkeeper.....	10
2 Stenographers	25
2 Shipping Clerks	25
3 Inspectors	25

This should keep the aggregate payroll under \$250, even with the added help which it is necessary to put on to handle two releases per week.

In many offices the general managerial duties, questions of judgment, co-operating with exhibitors, routine correspondence, creation of ideas, general sales extension work, checking of office efficiency, etc., leaves the manager in a position where he does not really have the time to devote to sales development work that he should. That is why there has been placed in this list an assistant manager or sales developer, whose sole duty will be to either take these details for the most part off the manager's shoulders, or attend solely and strictly to sales development work.

In this way the sales developer is working one route by mail, while the salesman is working another personally; and it should be possible for almost every office, except the two above mentioned, to cover its territory at short enough intervals so that two salesmen will be sufficient, routed along systematic lines.

If two salesmen can cover the territory completely every two months, in conjunction with the mail sales work of the sales developer, this is often enough to bring about results in any territory, and that is why two salesmen have been placed on the list.

The bookkeeping and booking work is very largely interwoven, and in that department have been placed practically three employees—a bookkeeper, booker and record clerk, or assistant bookkeeper.

Any booker on solid booking work should not, if he is efficient, be compelled to spend his entire time. There is then a certain amount which he can take off the shoulders of the bookkeeper, and between the three of them, even with "two-a-week" and separate billings, they should be able to take care of the work, and their labors so arranged that they do co-operate with the best possible results. The record clerk can also be of assistance in keeping up any records about the office.

No office which is doing the proper amount of sales development work can get along with less than two stenographers. The stenographer would probably be busy, for the most part, on routine work, leaving little room for any actual sales development work. Then it would certainly be very easy to keep the other stenographer busy on sales development letters all the time—personal individual communications covering the exhibitor's needs and local problems.

Two shipping clerks are provided for shipping and advertising stock work. It is barely possible that with three inspectors there might be times when one will not be busy, at which time that employee can also help in getting up advertising orders or keeping the advertising stock in order. At any rate, with five efficient employees, and a total expenditure of \$50 a week in the shipping department, there is no reason why the work should not be properly and efficiently carried on.

Service to Customers

Probably the most important of the mechanical details of any branch office is service to customers. This should at all times be as nearly perfect as the human element and transportation facilities will permit.

From an exhibitor's standpoint, service is the most important factor for the branch manager to develop in his exchange operation, and should receive very close and personal consideration from him. This is the natural sequence to office efficiency and proper office organization.

It is quite essential, once the contract is obtained, that the salesmen see that every detail is supplied the branch for the efficient serving of that customer, both as

to nature of bookings, shipping facilities, payment of bills and advertising matter to be supplied.

Once this is obtained, the booker or manager should see that the proper bookings are made to that man.

Recently a complaint came into the Home Office from a certain exhibitor that he had received four war pictures in one month, and even upon calling this matter to the attention of the manager could not get a change in the booking. This is certainly most inefficient booking, and could not be termed service by the wildest stretch of the imagination.

In filling bookings, extreme care should be used and proper efforts should be put forth to see that correct shipment of film and advertising is made and at the proper time.

Following the completion of a shipment, proper bills should be issued at the right time, and the bills be correct in every sense of the word. Nothing is quite so annoying to an exhibitor as not to have been shipped a part of his order and yet to get a bill covering the very paper which was not shipped him and which he wanted so badly.

Before the reels are shipped, extreme care should be taken to see that they are in good condition, so that they show up properly on the screen.

Given this kind of service, the manager need have little worry but what he is going to be able to retain that customer on his books, it being assumed, of course, that the salesman and manager have originally sold the customer on the right basis.

We depend upon our sales development work to get us customers. We then depend upon our office service to hold them for us.

Courtesy and Tact

Service to customers also implies and demands the principles of courtesy, politeness and tact on the part of every employee in the branch. Nothing is to be gained at any time with a reasonable business man by an arbitrary or antagonistic attitude.

Every branch manager should demand from each employee absolute courtesy and politeness in business transactions with every customer at all times.

Customers very often come in dissatisfied, and it should be remembered that there is no question but what this exhibitor has a reason for so being. His stand may be unreasonable from our viewpoint, yet it must be remembered that there are two sides to the question, and unless we can convince the exhibitor in a nice way that he is wrong, he will never feel otherwise than that he is justified in his attitude; consequently he will never have the right feeling toward the company.

In such a case, instead of the employee becoming arbitrary or independent, he should show the customer every courtesy possible, and handle him in a tactful manner. If it is a question which can be settled only by the manager, he should be referred to the manager, and no attempt to settle the matter made by the employee.

Very often a few well-directed remarks and a simple pointing out of both sides of the question by the manager will show this exhibitor where he is quite wrong, and will effectually settle the whole difficulty, whereas an antagonistic, arbitrary attitude on the part of a minor employee might cause the exhibitor to go away with such a feeling toward the company that it would be impossible for us to get any future business from him.

Condition of Film

The entire business and great success of the United Cigar Stores has been practically built up by the demand for service and courtesy which has been made upon each employee connected with that company, and its value has been repeatedly proven in every line of commercial trade.

Particularly is courtesy necessary in the bookkeeping and shipping departments, where customers generally first present their complaint when they pay a bill or return film or paper. Very often proper courtesy and politeness in these departments will turn the customer's feeling, whereas an arbitrary attitude will simply fan the flame.

Every employee in the office, even the stenographer, may consider themselves salesmen. They should understand that by properly handling a customer, a smile and a little courtesy, they may put that customer in such a frame of mind that he will have a kindly feeling toward the office, and he will be inclined to give our features, or any proposition we may have for him, much better consideration than he would otherwise.

Many managers attach too little importance to the condition of film, when in reality it is probably most important of the mechanical details of any branch.

The best film in the world is no good if it does not show up properly on the screen. Our strongest features may be made to look cheap and uninviting if, when thrown on the screen, they are covered with oil, there are bad jumps, the sprocket holes are off and the film breaks in many places, or there are other troubles, which allow anything but perfect projection.

So far as the patrons of the theatre are concerned, the film is not necessarily wonderful because it has been properly produced, but it is only really good as it actually appears on the screen.

It has been surprising to note that on one customer's report card on "The Pit," which is unquestionably one of, if not our strongest features, it was termed "inferior." In the remarks column nothing whatsoever was said about the quality or drawing power of the picture, but the whole space was taken up in detailing in what terrible condition this print had been received from the branch, on account of which reason it could not be properly projected on the screen, causing a great many disappointments.

Let it be impressed upon you again that from the exhibitor's standpoint, the picture is only as good as it appears on the screen of his theatre. Therefore, realize as deeply as it is possible the importance of proper inspection, and the proper handling of film, and their transfer to the exhibitor in the best possible condition.

Too much cannot be done by the manager to make this service as nearly perfect as possible. Careful inspectors should be employed, and their work carefully regulated. Primarily there should be kept in each vault, for the purpose of softening films, a pan of water, containing the following solution :

1 quart glycerine, 4 cakes camphor, 4 parts water.

This keeps the film in a softened condition and prevents hardening and cracking.

If the film gets into an extremely bad condition, it should be returned to the Home Office for repair, or a new print ordered.

It has also been found desirable by a number of managers, in preserving their film, to have it renovated by a tried and proven process. Extreme care should be used, however, that the process is one that does not curl or buckle the film, or shorten its life otherwise. Reliable renovation should preserve the life of the film, keep it free from oil and dirt, keep scratches down to a minimum, and generally give a clearer picture on the screen.

Checking Details

No branch manager, of course, can or should take care of all detail work about the office. It would be a physical impossibility in the first place, and poor business in the second. He must have employees who can take the detail work off his shoulders.

At the same time, the branch manager must be so familiar with every detail in his office, so informed as to methods of operation and detail requirements, that he can at all times check the work of his employees to see that they are caring for every detail properly, and he should also be in a position to help these employees if they are in trouble with their detail work.

It thus becomes necessary for every manager, if he is not at the present time fully conversant with all details, office forms, branch requirements, etc., to fully acquire this knowledge by application to his Division Manager for even the smallest detail, and to carefully study all available records in his office.

While the branch manager is not personally doing detail work, he is held accountable for all work done in his branch and the showing of his branch, it being understood that, although he is not doing the work, he is checking it; and if he has inefficient employees, he must know it, and replace them with efficient help.

Also, no branch manager can ever be certain that his customers are getting the service they should unless he is capable of checking detail work, and does check it at stated intervals.

Home Office Forms

This brings us down to Home Office forms, their use in the branches and the importance thereof. There is not a single form which has been put out by the Home Office which is not needed. The specified need may not be apparent to the branch manager, and, so far as the branch is concerned, there may not be any need for it. However, it must be remembered that there are certain auditing requirements in the Home Office that have no bearing on the branch whatsoever.

First of all, it must be remembered that this is a corporation, and is legally bound to present certain statements to stockholders and the public. Also, that some features are being handled on a royalty basis, which makes it necessary for us to submit certain legal reports to the manufacturer of these features and certain details in accordance with contracts which may have been entered into with this manufacturer. Numerous other contingencies which may arise in the Home Office require information and the filling out of certain forms, which, as pointed out, may not be apparent to the branch manager, but which are vitally necessary to the company.

Therefore, when a form is sent to the branch from the Home Office, it should receive very close attention and study. It should be put in operation exactly in accordance with instructions.

These forms, when brought in, should be carefully considered by the manager and the department which is involved, and should be worked out thoroughly. If any form is not fully understood, it should be inquired about, even if it is a simple one. It is just as essential that the branch manager know the purpose and workings of these forms as the employee who is handling them, as here again he must check their operation.

Through failure to fill out all these forms which are sent, some shortage is bound to occur, and those shortages always reflect personally back on the manager. Therefore, the manager should carefully check all details.

For instance: In getting up our annual report, some offices showed a shortage of several thousands dollars in stock, according to our Home Office reports. This was caused particularly by improper report of sales and rentals to the Home Office and improper filling out, or not filling out at all, of some forms which we sent to the branches for their use.

It should be remembered that, no matter what is sent to the branch, even down to a lead pencil, a charge is made against that branch. On anything which the branch is to be held accountable for, forms have been sent out for proper advice as to its use and disposition. If these forms are not sent back to the Home Office, they have no means of withdrawing this charge against the branch for the goods that were received, with the result that we continue to have a charge on our books against that branch. At the end of the year this charge will come to light, with nothing to offset it, and that branch and that manager will be responsible for the shortage.

That is why there was such a glaring discrepancy in some of the stock reports from some of the branches, which in some instances ran into a shortage of thousands of dollars, and which, naturally, reflected very seriously on the branch, and which amount might even be recovered, if so desired, from the bond of the manager.

Managers should, therefore, realize the importance of every form sent out, and see to it that it is properly followed and properly reported upon. The detail working of the various forms will be considered under the heading of the various departments which operate them, and the managers should carefully study them, as outlined under these headings, in order to be familiar with and check them at all times.

Handling Contracts

We will at this time specifically consider contracts, because they are directly handled by the manager, and because of their abuse in the past. A new form of contract is being issued, which, as far as the branch is concerned, entails only a simple order blank.

The branch merely takes the customer's order, one copy going to the branch, one copy to the Home Office and one copy to the customer. This order is sent to the Home Office, which in turn sends back to the customer and to you copy of our acceptance of his order, and this acceptance then becomes part of the contract.

This simplification has been made on account of the apparent laxity on the part of branches in handling our former contracts.

The present order blanks are extremely simple, and sample is shown, form 680, in supplemental list of forms, attached hereto. A complete sample is made out for your guidance, and should be closely followed. Sample is also shown of the acceptance, form 681, but this you may disregard, as the branch will have nothing whatsoever to do with it. However, each branch will be given sample forms 681 for carrying, in case the exhibitors want to see the acceptance.

Hereafter there will be only one form of contract, in different colors, designating the two separate services. It is also so constructed that the same order blanks can be used for either contract or wildcat service.

If for contract service, the order can be made out in accordance with the day of the week on which the service should be used. If for wildcat service, the space for the days of the week is large enough for the individual bookings to be listed, and in either event, the Home Office copy must be sent to the Home Office.

The form is so simple that it seems hardly necessary to explain it, the only suggestion being that in any instance where any blank space is not used, it should be x'd out on the typewriter, in making out the form by the salesman. Otherwise, every space should be intelligently filled out.

In the past, we have had a great deal of trouble on account of carelessness on the part of salesmen and managers in making out these contracts. The pro-

cedure now is so simple that carelessness or mishandling of these contracts in the future will not meet with approval, or tend to especially elevate the employee who offends in this direction.

Repeated instructions have been sent out as to proper signature of contracts by individuals and corporations and partnerships; also proper billing in accordance with whosoever signs the contract; also the O. K.'ing of inserted clauses and the omission of inserted clauses, so far as possible, etc.

These are small matters, but important from our standpoint, and should be very closely watched.

Following up Cancellations

No branch manager should take a cancellation as final, or rather he should not consider the matter ended, upon receipt of the customer's notice.

Any man who has once been on our books should be the liveliest kind of a prospect. If there has been a cancellation, it probably has resulted from one of two sources.

Either the features have proven unsatisfactory, or the service has been unsatisfactory.

In either case, the manager should quickly ascertain the trouble, and remedy it, if at all possible.

Careful record should be kept of all cancellations, and a cancelled customer should be followed up in exactly the same fashion that our mail sales campaign is handled and our salesmen's calls are checked.

A cancelled contract can be reinstated either by mail or by a salesman's call, and the plans of operation follow very largely those outlined in our mail sales and salesmen's sales campaigns.

Handling Wildcats

In accordance with the sales policy inaugurated some time ago, after a certain length of time, features are placed in a "wildcat" division at lower prices. Wildcat service may be handled along various lines.

Quite often it is valuable for a branch manager to go over his list of bookings for any individual feature which is strong and deserves a thorough booking, and get a list of those cities in which it is not booked, and obtain bookings there accordingly.

Also, it is quite desirable to form such features in a class "B" service, supply them to customers at cheaper prices than the regular features, and have the exhibitors run them at stated intervals.

Some managers put this on a basis of regular service order. An order is taken from the exhibitor for service on a certain night each week, or two nights each week, as long as the service is satisfactory. Bookings are sent two weeks in advance and paper one week in advance. These bookings may be cancelled at any time, upon eight days' notice given in advance, so that no paper will be shipped out. This relieves the exhibitor of rebooking, if he is satisfied, and the office of following up booking with the customers.

Some offices have even gone so far as to take seven features and make it what they term weekly service to exhibitors, setting a price for the week, and this has been found to be successful.

They have also made what they call a second-run service at lower prices, to be run in a neighborhood where they had first run months before.

Intensive Cultivation

Wildcat bookings are for the most part somewhat erratic, and require careful attention and follow-up. When wildcat bookings are made, some method must be devised for following up that exhibitor for future dates at a proper time before the expiration of his bookings. Either a slip should be inserted in the follow-up file a couple of weeks before expiration, or the booking clerk should make a certain check on his book two or three features before expiration, so that it will be called to the manager's attention, in order that he may write the exhibitor to get further bookings before his present ones expire, that the office may continue serving him without interruption.

Much has been said of Intensive Cultivation, and it is dealt with here, under a separate heading for the simple reason that it is possibly still misunderstood by some managers.

Intensive Cultivation is fully covered under the proper handling of our sales development work. It is separately considered from the fact that Intensive Cultivation with most film managers is a new thing, which many of them have been unable to understand.

Heretofore, with the lack of commercial methods and real efficiency in the film game, only the high spots have been hit, and there has never been any attempt made to carefully and systematically check every possibility in the territory, no matter how small it may be.

Cities of under 5,000 were rarely considered, and when it came down to cities of 1,000 and less, they were never thought of. Houses opening once a week were thought too small to waste time on. In fact, only those accounts which came readily to the manager or actually to the office were given attention. After the surface of the territory was skimmed, the branch manager considered he had obtained the utmost results, and was satisfied to rest on his oars.

With us, we have never obtained our maximum possibilities until we have entered every house in our territory, no matter how small it may be.

Intensive Cultivation implies, literally, making two blades of grass grow where one did before, and with it we go further in a more specific way—we make two blades of grass grow where none did before, by going after small and previously unthought-of accounts, developing new territory which has previously been neglected, and getting business which has never been on our books before.

This is a very important part of our business, and through lack of Intensive Cultivation, most film exchanges to-day only serve about 10 per cent., or less, of their possibilities. It is actually shown that there has never previously been any attempt made at Intensive Cultivation or expansion of business in new fields and in territories which heretofore have never been developed.

The short-sighted branch manager, looking on the individual transaction, does not stop to consider that a great volume of small accounts means even more than a small volume of big accounts, not alone because the small accounts are not at present developed, but because they are generally more staple, and a single cancellation less effects the business when it occurs. Real successful offices of the United States to-day are those which have gone over their minimum on a bulk of small accounts in little theatres and little towns, and there are particularly two or three offices of the company which are over their minimum without a single first-run account, and when they do obtain this first-run business, they will go so much over their minimum as to make it noteworthy. They do not depend on their first run account, and a first-run cancellation would not affect them in any way, shape or form.

Correspondence

Circular letters should not be used in any business dealings of this company wher-

ever it is possible to avoid it. Circular letters can only deal in generalities. They cannot cover specific cases; neither can they make concrete propositions, and the only really convincing mail sales communication is that which puts up a concrete proposition and covers specific instances and conditions surrounding the subject under consideration.

In the past, it has been the general custom in this line to cover development work solely by circular letter. It can be plainly seen that a circular letter written to cover a general situation cannot deal with anyone's particular case. A circular letter written to cover the whole territory covers nothing, for if it is going to cover a summer resort, it cannot apply to a coal camp; if it is written to an exhibitor in a large city, it cannot cover the needs of a village exhibitor, etc. Therefore, a circular letter, which is gotten out at considerable expense, and consumes time as well, can bring few definite results. It may get a few inquiries, which later may lead to bookings, but rarely ever gets real live orders.

On the other hand, a direct personal letter, covering the individual case under consideration, making a definite, concrete proposition, and outlining a specific remedy for whatever fault may be present, and fully covering that customer's situation in an intelligent sort of way, is bound to strike a responsive chord; and if the situation has been intelligently covered, it cannot fail to bring some results from the exhibitor to whom it is addressed.

This can be very readily applied to a purchase of your own, along any line you might mention. Let us say, for instance, that you want to buy a diamond ring. Would you be most interested in a dissertation which covered jewelry in general, or would you be convinced and sold by an individual covering of the diamond ring that you want to buy, whether or not it is a real diamond, how much it costs, how much it is worth, how it was constructed, the responsibility of the firm back of it, its merits or demerits, why you should buy it at this time, possibilities of the future market, etc.? There is hardly any question but what you would want to know facts covering the individual piece of jewelry that you were considering. Just so does the exhibitor; and just so at no time should a circular letter be used.

One Manager had a form circular letter which he sent out in acknowledging bookings. It may be pointed out that a great deal more would be gained by an individual letter to that man, showing him how the booking he had made could be best run in his town to get the best results, and to inject enthusiasm into the exhibitor over the booking. On the other hand, a form letter comes to him cold, and merely informing him that he has a certain feature for a certain date. He will probably advertise this feature just like any other feature, whereas if that letter contains a few words of enthusiasm, tells why the feature will appeal in his particular locality, just how an advertising touch here or a little poster there might make it unusually successful, the exhibitor will be inclined to order a few more posters and to advertise it more extensively, which will bring bigger returns for him.

Individual correspondence plays an important part in sales development work, where never, under any circumstances, should form letters be written. They should always be personal, direct appeals, covering the individual situation and offering a concrete proposition. In all work should circular letters be avoided as much as possible.

Choosing Employees

In choosing employees, they should be considered as to their particular fitness and qualification for the position which they are to fill.

At the head of each employee's division is listed the general qualifications necessary in that employee, and the Branch Manager, in considering the applicant for position or promotion, will question him in a way which will indicate his particular

views, ideas and principles along the lines set forth. There should be no difficulty at any time in choosing the proper employees to fill the proper positions.

Employees should never at any time be engaged unless they meet these requirements and qualifications. No employee should be hired or retained except on a merit basis, and because that employee is the best that can be obtained for that particular work.

In giving the qualifications of the various employees, it is intended, not alone to guide the manager in considering an applicant for a new position, but also in reviewing his present employees, and seeing that they also meet the requirements of their positions. Also, that these employees may analyze their work and see that they are fully qualified for working along the most efficient lines, and that they are lacking in no respect. Or, if they are, that they may develop their shortcomings, by more nearly perfecting the work which they are doing.

Choosing Salesmen

In choosing a salesman, the Manager might, with a copy of his requirements before him, put into concrete examples cases which actually occurred in his territory; and by getting expressions from the salesman, he can not only judge as to his ability along these particular lines, but he can draw out of that salesman other principles necessary, which may not be put into actual examples.

The Manager might generally place before the applicant problems and instances, which should indicate to an observant manager whether or not he is fitted along the following lines:

Sales Ability
Energy
Creative Idea Ability
Judgment
Honesty
Reliability
Advertising Ability

As an instance to determine whether the applicant has sales ability, ask him on what general principle he would sell your line, how he would induce the customer to buy it, or, better yet, let him tell you how he has sold the line that he has previously been handling, and exactly how he has worked. From his answer the Manager should readily be able to deduce as to whether or not he is a salesman or an order taker.

As an example, a man recently applied for a position as salesman, stating that he had previously sold a certain brand of electric lights. When asked as to how he sold these lights, he made a statement that he merely went in and told the purchasing agents what kind of lights he sold. This was an indication that he was not selling the lights, but taking orders on them on the strength of an advertising campaign which was being carried on in connection with these lights.

Any man can go into a purchasing agent and tell him what kind of lights he is selling. In fact, this can just as well be done by letter; and it is self-evident that this man would undoubtedly operate along the same lines for us. That is, simply go in and tell the exhibitor what features he is handling, and when it really came to selling the features and impressing upon the exhibitor that we could give him the best value on the market, that our features were the best, that they would make more money for him, provide a bigger drawing power than any others on the market, he would be at a loss for words.

In just this way it should be quite easy for every branch manager, in interviewing an applicant for salesmanship, to determine just whether that applicant has sales ability or not.

To determine whether he has good judgment, you might propound to him some

case like the one that appeared in the weekly bulletin, where the unreliable Opera House manager came in and offered a little more money for our service after the Play House had contracted for it.

His answer, or at least his consideration of the question, should indicate as to whether or not he would use proper judgment in handling situations of this or any other kind which might arise.

Or you might put up to him cases which have actually happened to salesmen in your division, where judgment has been required.

It is quite easy to put up to him propositions to decide as to whether he would sell customers honestly and reliably, whether or not he has any creative ability, advertising ability, etc.

If a Branch Manager will keep closely before him, or even on a sheet of paper on his desk, these qualifications, and set opposite each one some example to place before the applicant, he will have no trouble in determining the ability of that applicant, for in the answers, not alone will he determine whether the man possesses these qualifications, but he will be able to judge as to the man's personality, politeness and courtesy.

Of course, it can be seen at a glance whether the man has a clean-cut appearance or not, and in the course of conversation, you can readily tell whether or not he is ambitious, inclined to be prompt, and is an enthusiast.

You should also determine, by example, whether or not he will be staple and permanent with the company, or is simply a fly-by-night, who is looking for a temporary position until he gets something else.

Wherever possible, it is desirable to engage men with a view toward advancing them to better positions.

Choosing Bookkeepers

With the method before you of choosing salesmen, the selection of other employees should be an easy matter, and by referring to the qualifications of bookkeepers, under that particular heading, they can be chosen in the same manner. If the Manager is not familiar with a bookkeeper of known attainments, the most reliable business college in that city should be called upon for an expert graduate bookkeeper, inasmuch as this college will have given the bookkeeper an expert training, and if the college is reliable and going to stay in business, they make a practice of placing their graduates, and can only continue this practice by giving reliable service to the business men whom they place their pupils with.

Choosing Shipping Clerks

Shipping Clerks should be chosen in view of the qualifications as set forth under that heading, in exactly the same manner as salesmen and bookkeepers.

A bright young man should be taken on, whom you feel can later develop into a salesman or other capacities, as it is hardly worth while wasting time on men who are mere machines and can never go any higher than they start, when men of bigger promise can be obtained for that work.

Handling Salesmen

A very important part of a Branch Manager's work is the proper handling of salesmen, inasmuch as they are very largely instrumental in providing the life of his business. Too much cannot be done by the Branch Manager to back up and improve the work of the salesmen under him.

First of all, salesmen should be kept busy traveling, and selling goods, and at no time should they be allowed to lie around the office. Some offices, in the past, have made quite a practice of letting salesmen come in each Friday night, and

probably get out Monday or Tuesday. In other offices, the salesmen have been allowed to stay around the office for several days or a week at a time.

The Branch Manager is working against his own interests when he allows this, as, if the salesmen are not on the road, the business is lessened thereby. Also, if a practice is made of letting the salesmen come in for each week-end, it is self-evident that they cannot get very far away from the office. They should be routed systematically, and the minute they finish one route, they should take up another.

A great deal of the work of handling salesmen has been taken up under the heading of sales development work, but a couple of very important phases of it have not been touched. One is the backing up of salesmen while on the road.

It should be recognized by branch managers that the salesman may become discouraged. He may strike a particularly hard territory, and may meet some antagonistic customers. Perhaps he has met a man who has so run down our service that he himself is beginning to lose faith in it. Numerous things like this may come up to dishearten the salesman or take away his efficiency in sales work.

If about that time he gets a good encouraging, bolstering letter from you, commenting upon his work in general, giving him a little boost, an idea as to the exceptional merit of some feature which just came in and you have seen, a little information as to coming releases which just was received from the Home Office, and generally a little talk on the strength of our features, with ideas and suggestions for getting business, this is bound to have more than satisfactory results. It will unquestionably bolster him up and result in his getting contracts in the next few towns, which he otherwise would have missed, for no salesman can do his best work, or even good work, who is not really enthusiastic, confident and a firm believer in his own goods and his own proposition.

Training Salesmen

Another important part of our salesmen's handling is the proper training and the proper checking up of their efforts before they go out and at the end of each trip.

No new salesman should be taken on by any manager unless he is properly trained. He should not alone be familiar with the goods, but with the company, its make-up, its method of operation, its policies and every detail concerning it.

It may even be necessary for the manager to hold a sort of school with this new salesman, in order to start him out right, which is far better than to let him start out cold, with no knowledge of the proposition or what he is going up against, and let him receive his knowledge and his bumps from exhibitors, without any means of meeting them.

There are also a number of sales matters to go over with the salesman upon his return to the office from each trip.

Upon the salesman's return, the branch manager should devote as much time as is necessary to carefully going over with that salesman all circumstances which have arisen during his trip, and also to closely check up his work and to receive information regarding every account the salesman called on.

By getting such information from the salesman, the branch manager can really keep in close touch with his territory and the exhibitors therein, and it is quite necessary that each branch manager do so. He may find that poor judgment was used by the salesman, which can be corrected. It might be found that the salesman is selling along wrong lines, or laboring under misapprehension relative to certain policies or sales propositions, and these should be corrected and thrashed out. The resultant good to all concerned is obvious.

Mistakes

Just as salesmen should be trained for their particular work, so should all branch

office employees be trained in their duties, and a very important part of this training, and a factor which has a particularly important bearing, is the handling of mistakes made in daily work.

Managers must more or less be placed in the light of teachers, whose duty it is to build and develop, not antagonize and tear down.

When a mistake is made, it should not be made the cause for "bawling out" or severely reprimanding the employee from an anger standpoint. For the most part, nothing is to be gained by this method with good men.

It is naturally to be expected that no man can be 100 per cent. perfect. Everyone is liable to make mistakes. Of course, on the other hand, the fact must be recognized that no company can keep employees who continue to make mistakes after they are once pointed out, or who seem to make no effort to correct mistakes when called to their attention, and repetition or prevalence of mistakes in the work of any employee, makes it quite necessary, from an efficiency standpoint, to dismiss that employee.

However, once mistakes have been made, they are generally costly to the company, and since there is cost involved, we should attempt to gain from the mistake to offset this cost. We certainly do not gain anything when we discourage or antagonize the one who made the mistake. The only way we can gain is by very carefully considering the mistake; first, as to whether or not its possible result can be offset; next, as to the underlying principles that caused the mistake, and how to avoid similar mistakes in the future.

Every mistake should be made the occasion for a small school being held by the manager, either with the employee who is at fault, or with all the employees. If the mistake involves an underlying principle, it should be called to the attention of all the employees, although the one who made the mistake should not necessarily be held to the light, but the principle should be dwelt on at great length, and an endeavor made to see that this principle is not prevalent in any other employee.

They should be made to see the result of the principle, just how and why the mistake occurred, and how they can avoid similar mistakes in the future.

A good man always welcomes his mistakes and shortcomings being called to his attention, for he realizes that only through correcting errors and overcoming his weak spots can he hope to grow. Every time a man has corrected an error or developed a weak spot in himself, he has made himself that much more valuable to the company. That is why mistakes, aside from being a physical loss to the company, if properly handled by the manager in charge of the office can be made an asset and a benefit.

Employees should be encouraged to bring mistakes to the manager, and not be discouraged or instilled with the feeling of fear every time anything comes up. However, they should be made to realize that a great number of serious mistakes makes them so inefficient, from an office standpoint, that they cannot be retained. On the other hand, they should not be encouraged to cover up mistakes, and they should be made to understand that mistakes, if properly handled, not only help themselves, but are a stepping stone to the general betterment of the office and everyone concerned with that office.

Business Analysis

This practically completes the mechanical operations of a manager's handling of a branch office, and brings us down to a great many general principles and qualifications involved in the successful management to obtain maximum results.

One of the greatest underlying principles and requirements along executive lines is the ability to carefully analyze everything that each branch manager comes in contact with—methods, men, conditions, territories, customers.

It is only by careful, cold analysis and deep study that a real, good insight can be gotten into most business transactions, and that they can be judged most efficiently, without the glamor of personality entering in.

The fundamental principles in any man or any transaction should always be carefully studied out, and their application carefully checked back to ascertain that they are correct.

Things which upon the surface may seem good, or which upon careless or too little consideration may seem entirely correct, may be found to be decidedly off and lacking in a great many vital respects.

Managers should analyze their territory, and they should not guess that they are getting all the business that is to be obtained; but they should know from figures and facts just where they are represented or where they are not represented, just whether their prices are right or whether they are not.

It is easy to assume that you have covered your field. It may be found, however, upon looking up your served and unserved prospects, that you are far from covering the field, or anywhere near your maximum possibilities.

Your office force may seem entirely efficient and as good as it can be. A careful analysis might show you that it far from such, that many employees are not doing their work properly, or not doing the greatest amount possible. You may find that service to customers is not as it should be.

Your policies on superficial examination may seem correct, but if you would study them a little more carefully and check them a little more minutely, you might find that they are doing you harm in numerous ways.

Careful analysis of your principles and your work might show you shortcomings in many directions, and so on down the line.

One of the best possible factors in any man is his ability to analyze, to get at the fundamental principles, to check business operations and to be absolutely sure that when he acts he is as nearly right as possible from every standpoint.

There is a reason for every good thing that was ever done. You should know that reason before you act, and if you cannot find any particular reason, other than some personal feeling for anything that you do, that thing had better be left undone.

The ability to study and analyze should be instilled in those under you, as it not only gives to them a keener insight into business conditions, business methods and business operations, but trains their minds along technical and detail lines which unconsciously proves valuable in everything that they do.

Judgment

Generally speaking, a man who is a careful analyst and student, as a matter of course, exercises good judgment, for the simple reason that he never acts until he has carefully studied every phase of the situation, its underlying principle, method of operation and ultimate results.

Analysis and study has given him a keener insight and better foresight than he would otherwise have had, and he is more nearly able to gauge or conjecture the ultimate results and final outcome.

A question of judgment always resolves itself about the final outcome of the transaction in consideration, the question always culminating in whether the final outcome, in whichever direction judgment is taken, is for the best interests of the company.

In consideration of any transaction, first get to the underlying principles. Very often a glowing proposition may be put before you, which, theoretically, is splendid, and from the standpoint of the man who is putting it up to you, there seems to be no come-back and no possibility of failure.

Under the circumstances, if the man who is putting the proposition up to you is an enthusiast, you get his enthusiasm, and are easily swept off your feet to his viewpoint and his way of argument, without ever investigating to find out if it is practical.

Analysis might show at the very start the underlying principles are wrong, and if the underlying principles are wrong, ultimate success can never be obtained. Therefore, analysis might prove that, while theoretically the proposition is good, practically it is not possible of application in your particular business.

This is quite often the case in new propositions which are submitted. If the proposition cannot be applied practically to your own business, it is of no value to you, no matter how splendid it may be theoretically.

You must judge for yourself, after careful analysis, the underlying principle, application, and its possible effect on your customers, or upon whatever it may bear.

Once you feel satisfied in your mind as to what the outcome will be, then it becomes your duty to see whether or not the final outcome is going to work for the best interests of the company, or its harm.

This general application should be put to almost any question which comes up for your judgment.

It might even be put in more simple terms, by the example of a question as to which exhibitor shall be given a certain service on a certain basis in any town in your territory. If two exhibitors are attempting to get service, one on one basis and one on the other, the question for you to decide is, not this week, but at the end of the year, will the company have benefited more by giving the service to this man or to the other?

Just such an example of simple judgment was recently placed in the weekly bulletin, where a reliable account had signed a year's contract at \$25 a week, and an unreliable account in that city came in that same day and offered \$5 a week more for the service.

The question to decide was whether we could get more out of a reliable account at \$25 in a year's time, or more out of an unreliable account at \$30 in that same length of time. The question should have been simple, and it was answered by later developments.

The unreliable account, which was taken, cancelled after two weeks, which means that we received just \$60 out of that city for our year's service, whereas the reliable account would have kept the service for the entire 52 weeks, and we would have received at the end of the year \$1,300.

It is, therefore, quite easy to determine the judgment that the manager should have exercised, and the way he should have answered the question for himself before dealing with the unreliable exhibitor in this transaction.

Most transactions always resolve themselves about that kind of a question—Which action will make most money for the company in the long run?—and it should always be taken into consideration that, in the long run, the most money

cannot be made for any company except on a basis of fair, square and reliable dealings, no matter what financial consideration may be involved.

Creative Ideas

The really successful manager must always be one of creative ability. Real, practical ideas are possibly the rarest and most valuable things in the world. Certain it is that ideas have accomplished more big things than any one other factor that could be named. Ideas are generally worth more than money, and often more than power. The man who is going to get the most out of his office and territory must be the man who can constantly create.

The film business particularly is one of creative requirements. We have nothing really tangible to sell at a set price. That is, we are not handling an article over the counter at so much per unit. We are selling an intangible article on the strength of drawing power, which may not be the same in the judgment of both the buyer and the seller. We are also selling service and co-operation.

Since such is the case, the development of any specific territory rests entirely with the creative ability of the one handling it, combined with the energy and judgment put forth in developing it.

The man who is constantly able to see new possibilities, who is almost daily working out new ideas of serving or sales development work or co-operation which may add that much business or bring that much greater returns to his exhibitors, and consequently to himself, is the man who is going to daily expand his business in new fields and increase the consequent returns.

No manager should be satisfied, if at the end of the day he has not created some real new and valuable idea which will either help expand his business, develop his territory, take on new accounts, book slow moving features, better his employees, better their working conditions, or improve the service which he is giving his customers. Not alone from the standpoint of how much it increases the business of that office, but from the fact that such a daily operation in creative idea channels, unconsciously develops the faculties of any man to a point where they move more quickly, grasp more accurately, and easily bring about a constant flow of ideas, where before this faculty was practically minus or very sluggish.

The man who does not constantly keep his mind alert and working for new ideas soon becomes a mechanical clerk. He simply transmits those ideas, policies, principles or methods of operation which are put up to him. He never develops them, never improves upon them, never expands them and never applies them further than they are applied to him. Consequently, he is of no more value than an ordinary clerk who is capable of reading instructions and carrying them out.

The manager is in a position, where both from the standpoint of his employees and his customers he must be constantly alert to working out new ideas for the betterment of both.

New business getting ideas are particularly valuable to you and the managers who have made the greatest success, have been those who have been constantly awake to grasp new situations and evolve new ideas for putting on business where they have never had it before.

Foresight

Involved in all of the above qualifications is a constant consideration of foresight. Every successful business man must to a certain extent be foresighted, both from within and without his business house.

He must be foresighted as to the needs of his customers, their desires, constant changing of the trend of public wants, their opinions, and therefore

constant changing possibilities for him and his business. If he is able to look ahead and grasp them, at the same time very carefully watching that within his business house his employees and their methods are keeping the same pace of progress, very often little operations can be looked ahead to which will not alone save the company and the employees, but will add much to the service of the customer.

Managers should see that in every department proper foresight is used in keeping the material and work of that department far enough in check that neither is ever depleted. Many managers have a habit of laying out the work of employees to a certain extent for the following day, each evening before they go home. Certain it is that a good manager sees that his employees are kept busy and work is looked forward to so that no one employee is able to be idle one or two hours during the day, while waiting for another employee or waiting for work to keep him busy. This is a loss to the concern and has anything but a good influence.

Any stock clerk should so carefully watch his advertising stock that he does not wait until the last sheet of advertising has been used before he re-orders.

No bookkeeper should wait until he is down to his last form before ordering new forms from the Home Office. He should consider the fact that it may take two or three weeks or a month to obtain these forms from such a distance, and he should order in plenty of time, to be sure to see that the new supply is in before the old supply is gone.

This foresight should be practiced in everything that is done, and in every department of business operation.

A manager by being foresighted can see when an exhibitor is weakening and there is the possibility of a cancellation. This may be scented from his letters, or from any indications which come to the manager.

The wise manager on seeing this will not wait until the exhibitor has cancelled, and then have to make many times the effort and expenditure to get him back, but he will go to that exhibitor's assistance before it occurs to the exhibitor that he wants to cancel. If he sees that the exhibitor's business is going down, he will offer a few suggestions for building it up, such as using certain features, certain advertising, etc.

Right in line with practical foresight is the careful checking of exhibitor's advertising and helping them wherever possible to increase the efficiency of their advertising to a point where the features are pretty certain to make a success.

Helping Exhibitors Advertise

This can best be taken up at its source. That is, when a contract comes into the office, very often, if the manager would carefully study the contract and bookings, it would be quite apparent to him that the man has not ordered enough advertising to successfully exploit the picture or pictures which he has booked. A feature may be ever so good, but if the public does not know about it, it is worthless. Therefore, it becomes just as important a factor in the manager's work to see that the pictures are advertised properly as it is to sell the picture originally, for certainly nothing is gained by selling a picture which is so poorly advertised that it does not draw any returns for the exhibitor, which he will attribute to the quality of the picture.

Therefore, when contracts or bookings have been sent in from certain localities, and you feel certain that the advertising order is not sufficient to bring about results, you should get in touch with that exhibitor, and by subtle

suggestions and examples endeavor to get him to take more advertising or advertise in different and varied ways, using certain novelties which are bound to attract attention. In fact, no possible opportunity should be missed to get that picture before the public in such a way that it will attract a bigger and better audience for this exhibitor than he has ever had before.

A very helpful factor in a manager's make-up is his knowledge or ability along advertising lines. If at the start he does not have this, it should be cultivated by him. He should be in a position to give help and co-operation to exhibitors of any locality in which he may be represented along advertising lines, which will increase their business, for the success of his work depends fully as much upon advertising as selling, since we are in a position where our ultimate success results from exhibitors' success and ability to bring the public into their theatres on our features.

The observant manager, if he is not conversant with advertising details, will take this up through his contact with exhibitors and many suggestions which come up. At the same time, in going about from city to city, he will be constantly seeing new ideas and novel methods of advertising used by live and wide-awake exhibitors.

Upon the checking of the various salesmen after their trips, ideas will be passed to the manager, who in turn can pass them on to other exhibitors, and thereby be of material assistance to the men who are booking from him. We recently had an inquiry from a certain manager on a situation in a town of 100,000 where there were nine up-town theatres and none of them making money. It finally developed that the reason why none of them were making money was because of all of them were running practically the same kind of a show and advertising in the same kind of a half-hearted way, and the question of success resolved itself about one theatre going out and advertising in a new, different and novel way, so vastly in contrast to anything done there before, that it awakened interest in that exhibitor's house, in his pictures, and drew an audience of many people who had never been to a picture show in that city before.

This will very often be found to be the case in many cities where the exhibitors claim they cannot make good on features, and this again emphasizes that necessity for an advertising knowledge on the part of any manager who hopes to develop his territory to the utmost.

Enthusiasm

To really get the utmost out of all the qualifications which any man may possess, he needs and requires enthusiasm. Nothing is so really contagious as genuine enthusiasm. Nothing will so quickly effuse those around you and transfer the qualities and principles upon which you work, or which you may be advancing, as an enthusiastic belief in those qualities and principles. This applies both to exhibitors and to your employees.

No man can hope to successfully convince an exhibitor of the worth of his goods unless he sincerely believes in the goods himself. No man can go ahead and really instill his principles and ideas or ideals into the employees working under him unless he is an enthusiastic believer in them himself.

Enthusiasm is a quality which should be developed to its utmost by every man.

When a man is half-hearted with an exhibitor about his goods, principles and his proposition, he cannot hope to get more than a half-hearted reception or a half-hearted response.

Any manager who, with his employees, either knocks his concern. makes light of certain principles, policies or requirements, and who by his own actions shows

his lack of faith in its merit or his own lack of integrity and high business principles, cannot hope to get anything better than that out of any employees he has in the office.

On the other hand, an enthusiastic belief and conviction that his methods, principles and goods are right, would carry just as enthusiastic and convincing a belief and conviction in the minds of those with whom he comes in contact along the same lines.

Promptness

Promptness is a virtue from both a business and personal standpoint, and should be practised by every successful business man. It means much from an efficiency standpoint, and so far as customers and sales development work is concerned, it often spells the success or failure of certain plans or certain business orders.

Several instances have come up in offices where lack of promptness has caused loss of actual bookings. It may be expected when a man has, for instance, written your exchange for a booking on a certain date that he has quite likely written a number of other exchanges as well.

An instance arose in one office where a telegram was received and laid aside until the next morning before being answered. The exchange was, therefore, informed that the booking had already been made with a competitive firm.

This is only one illustration of what lack of promptness may do for you in the field, and lack of promptness in the office will eventually create a laxity which will make your exchange the actual antithesis of efficiency and good operation.

The practice of promptness in smaller details will, eventually instill in the employees the principle of promptness, which will manifest itself in everything which is done.

Honest Dealings

It would seem that nothing need be said to any real good or reliable business man of to-day with reference to honest dealings. In this competitive, yet co-operative age, it must be apparent to every man that no individual or concern can really be successful unless their entire principles and operations are those of honest dealings with their customers and with themselves.

That individual or that concern which indulges in sharp practice or unreliable dealings with their patrons to gain what business they obtain for the moment, must eventually feel the effect of the loss of that customer's confidence and his refusal to further continue such business transactions.

We want honest, reliable, straightforward business dealings with every customer in every territory in the United States, and at no time do we want any unquestionable or even suspicious transactions or handling of any situation in any of our business operations.

It is not necessary to show examples of how much business has been lost in the past through unreliable handling of work by employees of small principles, as this requirement of our business dealing should be apparent, and, we believe, is a desire of all employees at present with the company.

Proper Prices

It is very hard sometimes to establish a proper price for certain features to certain exhibitors. The old standard method of setting a price on a film has been by the age, but this is obviously unfair to both the exhibitor and the manufacturer.

Certainly, the age of the film has very little, if any, bearing upon its value, providing it is kept in fairly good condition. The value of a film lies in its drawing power to the public, and its drawing power first run in a community should be practically as great the first day it is released as one year from that date.

The value of the film is represented in its construction, as to how much interest it holds with the public. Certain films will draw enormous crowds, and are, therefore, worth a great deal of money to exhibitors. A film may be perfect from an artistic standpoint, but if it will not draw for the customer, it is worth very little money to him.

It, therefore, becomes apparent that, from a fair dealing standpoint, the question of price must be gauged by the value of the film through its drawing power to the particular house.

This is determined also with certain houses by their location and seating capacity. Certainly, a house in a crowded uptown section, seating 1,000, can expect, and does, draw more people with a certain film than another house in a poorly settled neighborhood, with a seating capacity of 200, could ever hope to do. Therefore, the film is worth more to the big house than to the little house, because it will bring the big house more money.

This can generally be taken as the reckoning for the value of a film in any house in any territory. That is, how much will the film bring in over the box-office window of that particular house.

This resolves itself quite often to a question of judgment and consideration of the exhibitor. We want to be fair with exhibitors, and we want them to be fair with us. We want as much as they can afford, and no more. It is a serious mistake in judgment to ask an exhibitor more than the film can possibly draw for him. At the same time, it is unfair to the company to accept less, and it also shows lack of managerial ability.

The manager must himself determine, through careful consideration of the records as they appear in his office, and his knowledge of the customer's business and location, as well as by conversation with that exhibitor, just what he can afford to pay, and charge him accordingly. If a man can afford to pay \$50, we do not want to accept \$49, and if he can afford to pay only \$50, we do not want to ask \$51. Managers should be particularly careful in this connection.

A careful analysis and study of the foregoing instructions should make unnecessary any reference to building or handling an office.

Either building or handling an office resolves itself about the close application of the principles and methods outlined above.

A new man going into an office should first look into the sales development work in the territory as first outlined in these pages. Sales development work is first and most important because it is the life of the business and should be handled first, because development work can be put under way and results be coming in, while the mechanical details and efficiency of the office are corrected.

Starting of this sales development work should be handled exactly in accordance with instructions given previously.

After you have this development work under way in the territory as a whole, attention can be given to particularly hard individual cases of big customers, while at the same time, the employees of the office should be carefully considered and the work, if necessary, re-divided, the proper methods and systems installed, if not in use, etc.

Careful consideration of these instructions to managers, bookkeepers, salesmen and shipping clerks, explain every method of procedure in order, and the

use, application and final disposition of every transacttion and form which comes up in branch office management.

The manager's important and general duties, those for which he is directly responsible, are placed in this division. For the benefit of his careful checking of forms, any information pertaining to forms can be obtained under the subject of bookkeeping which also has partial control of the shipping department.

All offices have been standardized, and for that reason any manager should be able to step in any office at any time, in any part of the United States, whether he has ever been there before or not, and not only be able to quickly know the methods and details of handling that office, but the forms and information there would allow him to intelligently handle the entire territory and all the customers in it, to the best interests of the firm.

Salesmen

Qualifications

- Sales Ability
- Intimate knowledge of the company and goods
- Energy
- Creative idea ability
- Honesty
- Reliability
- Advertising ability
- Judgment
- Personality
- Clean-cut appearance
- Politeness and courtesy
- Loyalty
- Ambition
- Promptness

General Duties

- Honest selling to customers
- Co-operative work with customers
- Advancing business-getting ideas
- Keeping posted on our goods
- Planning local campaigns in advance
- Co-operation with manager
- Following instructions and policies
- Making comprehensive detail reports
- Making economical expenditures

Salesmanship

Salesmanship consists largely of making the other man want what you have at the price which you consider right for it. This is generally accomplished in accordance with whatever the goods being sold may be, in three ways: By either creating a personal like and desire for the article, by convincing the other man that in taking your particular article he is obtaining the best possible value in that line on the market to-day, or by convincing him that he can make more money by purchasing your article at the price you ask, than he can possibly do from any other like article which he might buy at any price.

In our line, the two latter combine very closely in making the kind of salesmen which are permanent and which we want.

A good salesman can convince an exhibitor that he can make more money on our films, either in actual returns or in building up his business generally, than he can with any other films which he might purchase on the market to-day at any price.

No sales can be permanent which are made on personality or the strength of personal like alone, and any feature or line of features which may be sold a man because he personally happens to like them, is very apt to fall down later, when the final returns are not commensurate with the requirements from expenditures.

The salesman who can convince the exhibitor that his goods, at the price he asks, will make more money for him than any other goods he might buy, will have no difficulty in making a sale and getting that exhibitor's confidence.

How to Sell Our Goods

The question then arises as to how to convince the exhibitor of the fact that our goods, at our price, will make more money for him than any other features on the market and why, and in order to know and convince the exhibitor, the salesman himself must not alone know his goods thoroughly, but he must know the company back of him. He must know their principles, the policies on which they operate, their basis of production, the men who control their destinies, their methods of service and co-operation with customers, goods which are put out, how they are distributed and why they mean money for the exhibitor.

There are certain underlying principles which go into the construction of real money making films, and there are certain underlying principles of business operations which assure the manufacture of these films and proper distribution of them once they are made. Most exhibitors are so well acquainted with the film business to-day that they recognize these principles and the proof of these principles in any concern is convincing enough argument to an exhibitor that the goods are right and that they will bring returns.

It must be taken into consideration, however, that there has long been a disregard in this business for absolute truth and honest selling, and that with the competition existing to-day, many weaker companies or weaker salesmen have been inclined to go out and make extravagant statements. Therefore, many exhibitors have grown weary of salesmen's promises and not inclined to accept them.

The same claims of superiority which the salesmen of this company have made in the morning to an exhibitor may be made over again by a salesman

from three or four other companies before the day is over. The exhibitor then wonders which he shall believe.

This brings about a condition which particularly prevails in this business, and which is a good factor in any business—that of requiring proof of salesmen's statements when they are made.

A mere statement that these underlying principles exist in this company does not necessarily convince the exhibitor. Therefore, proof should be given by salesmen at any time that any statement whatsoever is made, and no statement at any time should be made, no claim advanced, which cannot be substantiated and proven.

There is for that reason being compiled, for the use of salesmen, sales books which will contain proofs of these statements by a reliable series of facts and figures to support our point of superiority.

Even without these books, salesmen should grasp and know these proofs, and once they are able to support their claims by facts, it may be generally expected that an exhibitor would be convinced of the merit of our goods, the strength of our company and the ability of our features to bring him success, if we can bring out and prove the following nine points of superiority:

1. Our manufacturing interests are made up of the liveliest and most successful theatrical producers.
2. Our list of plays are drawn from resources of these producers which are the largest existing on the market to-day, and at the time of their presentation to the public, contained more real successes with fewer failures than any other individual or group of theatrical producers.
3. Our studios have the most capable directors of any manufacturing unit in this business, every one of them having proven successes to their credit, and not one failure or possible failure in the lot.
4. Our stars are most popular, and the biggest money-makers in the feature field of to-day.
5. Our advertising is so superior, so different, so complete and full of drawing power, that proper application by the exhibitor gives him the greatest possible chance of getting our features before all the public and drawing big houses in return.
6. The men back of this company and its organization is so successful and complete that exhibitors can be assured of real co-operation, superior service, practical marketing and manufacturing.
7. The financial interests back of this company and its financial strength, at this time, shows conclusively its permanence and its ability to go ever further in bringing to the exhibitor the very best that is possible in money-making features.
8. The best houses in the United States are using our features, and have found them successful.
9. And most important is the fact that testimonial letters will show that our features have been successful, have made money, and have built up the business of houses, large and small, in all sorts of communities, under all sorts of conditions, in every part of the United States.

Honest Dealings

It is only through such honest dealings and such reliable selling to customers, making no false promises, making no extravagant statements which cannot be backed up, that salesmen can really hope to win, for the simple reason that ours is a come-back proposition.

We are in touch with exhibitors week in and week out, year in and year out, and a sale which is made on the strength of a false promise or extravagant statement will only have a short life. Short-lived contracts are not to the credit of any salesman.

This also brings out the fact that a salesman is not through when he has the contract signed. He must not only co-operate further with the exhibitor, but he must see to it that the exchange lives up to every promise of service which he has made. This will be brought out later, when dealing with salesmen's reports, but the principle is brought out here to emphasize that if the salesman does not back up his work, he does not fulfil his promise. If he does not help the exchange back up everything that he has said, and give to the exhibitor everything that he has ordered, all the effort which he has put forth in selling this man is going to be destroyed, and future endeavors to gain the confidence and business of this exhibitor will meet with reversals, instead of success.

Proper Selling

To know how to sell an exhibitor is only half the battle. The salesman must know, or rather must study out in each individual case how to sell him properly and permanently. This involves close study of the situation, close study of the theatre and its affairs, its drawing power, its community, and all the factors in its daily operation.

A salesman on entering any town, if he is not familiar, should ascertain from outside inquiry as to the financial standing and responsibility of the various exhibitors and the merits of their houses. Salesmen should always endeavor to get into the best house in any city, not alone from an advertising value to the company, but because dealings are always more reliable and satisfactory.

Once decided upon the house and proper salesmanship, greatest care should be taken that the exhibitor is sold in accordance with what he can afford to pay. He should not be asked to pay more than his business warrants, nor, from the company's standpoint, can we accept less. Real solid and reliable salesmen will always see to it that a fair and equitable price is received.

Many salesmen are only order takers. They go in, lay their goods before the customer, and let him do the talking, the knocking or boosting, and set his own price. This we can do very readily by mail, without a salesman. It is not fair to the company, and is a waste of money.

On the other hand, many salesmen, in their enthusiasm, overestimate the possibilities of the features in that particular city, and carry the exhibitor away with their enthusiasm, thereby getting him to pay a price which he really cannot afford to pay, and which later on brings about a cancellation.

Just as a salesman should sell at the proper price, so should he make sure that he has sold the right goods to the right house. It certainly would be the height of poor judgment to try to sell artistic features, based on some literary classic, to a man who is catering to a class of people which demand cheaply sensational plays, and vice versa.

Salesmen should very carefully analyze the situation, the house with which they are dealing, and the type of people to which it caters, and make quite sure that, in selling that house, they sell the exhibitor the right service, and then see to it that the branch office is properly instructed as to the type of feature and type of

Helping Exhibitors Advertise

service which should be supplied that man, in order to insure the greatest possible success.

Another very important phase of selling work is to co-operate with the exhibitor and see to it that the feature, once taken on, is properly advertised and so placed before the public that it will draw the greatest crowds for the exhibitor.

No feature is of value, no matter how good it may be, unless the public knows about it and has a desire to see it. It, therefore, becomes just as important a part of the salesman's work to see that the features are properly advertised as it is to see that they are properly sold. In fact, no sale can be permanent for the salesman unless the proper advertising is done, and the proper interest awakened.

Primarily, in taking a contract, the salesman should see to it that the man is ordering enough advertising to properly advertise the feature in his particular locality or city. If it is quite apparent to the salesman that insufficient advertising is being ordered, he may, by subtle suggestions and examples, show the exhibitor what others have done, and be able to persuade him to order more advertising, and to exploit the feature in a more forceful, better way than he had expected to do.

Here, again, the salesmanship comes into play in suggesting to the exhibitor new ways and means, novel ideas, forceful channels of attracting the public's attention, which the exhibitor himself probably never thought of.

Advertising ability and advertising knowledge are extremely important factors in the work of any salesman, and very often the success or failure of a feature depends upon the ability of the salesman to suggest to the exhibitor, or influence him to a greater or less degree, to advertise along new and novel channels, in such a manner that added interest is aroused in the feature and in the house, and added patronage drawn thereby.

Salesmen, therefore, should make it their business to pick up new ideas from each house into which they go, and these should be transmitted to exhibitors with whom they come in contact, in connection with advertising our goods; and no stone should be left unturned to suggest new means of awakening the public interest to the merit of our features.

A salesman is very often able to sell an exhibitor our entire service through an advertising campaign which he may plan for him, which will show him the possibilities of getting money on our features which he has never seen before.

As previously pointed out, no features are good unless properly exploited, and if it takes an idea to make the exhibitor see the value of the feature, if that idea properly handled will make the feature of value in that city, then that idea should be worked out in every detail and placed before the exhibitor in such a way that he will carry out the detail operations connected with it and thereby insure the success of the feature once he has booked it.

It has been found very profitable for salesmen to become acquainted with the newspaper men in the various cities which they go into, as in this way the theatre running our features often gets publicity which it would otherwise be impossible to obtain, just adding so much to the drawing power and just so much more insuring the success of the man who is running them, and consequently permanence of your customer.

Co-operation with Exhibitors

Just as it is essential that the exhibitor be aided in his advertising work, so is it quite important that co-operation should be given that exhibitor in every other way possible.

The salesman should rarely hit a theatre or city where he cannot pick up an idea, be it ever so small. Even in the smallest and poorest conducted houses, a man may be operating along some line in a way that is really profitable and different. An observant salesman will pick up this new idea and other valuable ideas as he goes along, and will transmit them to exhibitors in various parts of the country.

This will win the respect and confidence of the exhibitor, because all good men in business are looking for improvement and are always glad to receive suggestions which will mean the betterment of their business or their working conditions.

If you have helped better the exhibitor running your goods, you have increased his chance to make a success with them and at the same time have established a co-operative spirit with that exhibitor which cannot fail to work to your own interests in the long run.

Sometimes little ideas are picked up by which screens can be bettered. Maybe some man is running an unusual contest that is getting him results. Maybe some man uses a certain kind of oil which seems best for projector machines. All these and other helps should be passed along to the various exhibitors. Some salesmen are even familiar with machines, and they help exhibitors perfect certain parts, etc.

This all goes a long way toward gaining the confidence and permanence of the customer, which in the end reflects back to the salesman.

Planning Campaigns

Just as the Division Manager and Branch Manager should plan campaigns for their territories, so should the salesman plan campaigns for his route and outline in advance his campaign of operation with every exhibitor upon whom he is going to call. He should never go into a man unprepared, both as to facts and details concerning our past dealings with that exhibitor, and also with a general plan in his mind as to how he is going to sell that customer.

One successful salesman in the West has made a practice of each night looking over his route sheet for the next day, determining on what customers he is going to call, their peculiarities, conditions surrounding them, location, class of service which they should use, proposition which they would consider, and carefully planning just how he will operate to secure an order on a reliable basis from every customer whom he will visit.

He goes into that man with a definite plan and a definite proposition. He is far more prepared than the salesman who hardly knows on whom he is going to call, until he gets into the office of the manager, and the chances are ten to one that he will meet with success.

Preparedness is half the battle, and at no time, in any capacity, should any business man be unprepared for a situation which he is going to meet.

Enthusiasm

At no point in the organization is enthusiasm quite so essential or quite so effective as with the salesman.

Enthusiasm moves the world and an enthusiastic salesman means an enthusiastic exhibitor, and an enthusiastic exhibitor means an enthusiastic public, which spells success for both our customer and ourselves.

It is possible for salesmen to mistake enthusiasm and in the place of a genuine, sincere belief in their goods and their proposition, they put forth

wild and rash promise. This only harms the salesman and the company, and it should never at any time be permitted and should not be confused with a genuine, sincere, deep rooted, enthusiastic belief that his goods are the best value on the market, that his proposition is absolutely right, and that his company is the foremost in the field.

Good salesmen have an undying fund of enthusiasm and nothing can dampen or lessen it. The most aggravating customers, the most vicious knock, the hardest prospect, or the most antagonistic listener cannot wilt his optimism nor his conviction that he is right. Eventually, his unchecked enthusiasm must transfer itself to the man he is talking to and leave him in as fully convinced a frame of mind as the salesman has been himself.

It is when the salesman begins to lose enthusiasm that he begins to lose his ability, for unconsciously as he becomes disheartened, the exhibitor likewise loses his interest, loses his faith and any conviction which he might have had that our proposition was the right one for him.

The salesman who comes in half-hearted, who forces his conversation, who has no belief or faith in his goods or company, cannot convince the exhibitor to have what he himself does not have.

This should be recognized as one of the great principles of salesmanship, and no man can be really successful in selling without it. It should be cultivated if it is not at present, and the more it is cultivated along the right lines, the more apt the salesman is to make a success of the work he is in.

Energy

Energy is one of the big factors in the success of any salesman in any line to-day. Heavy competition has left no field where selling is easy, or where orders roll in to any great extent, for the salesman will find that he is up against a veritable army of solicitors from other firms, and if he is to get more than his share, if he is to be successful in his line, he must be energetic and always a little ahead of the other fellows.

Energy in any line of business, or in any work which is being done is a glowing qualification. It cannot but help to assist in that work and its presence should be developed in every man, whether in selling or in any other line.

Analysis and Judgment

Necessary in all operations heretofore described is careful, balanced judgment and the ability to analyze everything which the salesman does or is about to do.

Careful analysis should be practiced before any step is taken. The mere surface should not be skimmed, decision should not be made at a first glance, but deep study to get at the underlying principles, methods of operation and underlying results should be made in every transaction and every situation before it is concluded. Just like a microscopical test in science will always bring out lots of points which were not apparent on the surface and disclose startling factors which entirely alter the situation and its future results, so will this process in your work, show you all there is in your proposition and give you a clearer gauge as to ultimate results.

As outlined previously, no good thing was ever done without a reason, nor will any good thing ever be done without a reason, nor should any man do anything unless he knows the reason and has carefully studied it out.

Every transaction should be carefully dissected and gone into, and judgment exercised. After a careful study, the chances are very much in favor of the

right result and the right action on the part of the man who has done the analyzing.

A careful analyst is generally a man of sober-balanced judgment, because he knows every phase of the situation, he knows the underlying principle and ultimate result before he makes a decision, and he bases his judgment upon the thought of which action would eventually mean most to the company, or the ultimate outcome, and how it would affect the company's business operations and their financial standing.

Tact

Little reference should be required to the necessity for diplomacy and tact in handling customers. No salesman can be successful who adopts an antagonistic attitude towards his customers. No salesman can be successful who allows his temper to rule him, or who is constantly taking personal exception to the business arguments as placed before him by the buyer.

It is quite true that salesmen meet men who are antagonistic. He may even meet with some men who are unreasonable, and, in fact, almost nasty in their treatment.

However, the salesman should remember that this is not a personal matter, but the company's affair, and any reference which such men make, or any attitude which they adopt, should not be taken from a personal standpoint, or replied to from that standpoint.

The best way to meet such a man is with tact and diplomacy, and from the very softening influence which is thus exerted, the trend of the customer's own attitude will be changed, and the possibilities of success become far greater than if the salesman himself in turn became antagonistic, or independent, or arbitrary in his treatment of the customer.

Salesmen's Reports

Salesmen should realize the value of properly filling out daily reports and making the proper records of their sales when they have been completed.

Co-operation between the salesman and the branch is just as essential as co-operation between the exhibitor and the salesman.

From the exhibitor's standpoint, no detail should be omitted as to what he has ordered, or what he wants, for if you promise him, for instance, certain paper, and you do not put it down, in which event the branch does not send it, that exhibitor is going to have a certain hard feeling toward the company, and you will be the sufferer in your business dealings with that exhibitor. At the same time, the company will suffer through loss of that exhibitor's confidence, and possibly his business.

Care should be taken primarily to see to it that you have obtained all the orders and requirements of the exhibitor, so that the branch can intelligently handle the situation after they have received your report. It should be remembered that you will probably not be in the branch when the shipment is made, nor be in the branch city, so that questions can be asked of you as to what the exhibitor wants, what kind of features to give him, or what kind of features he uses, etc. Therefore, you should recognize how essential it is for your records to be complete, and that full and intelligent information be given the branch regarding any bookings you send in.

Equally as important is the proper record of your daily reports when you have not booked a man. These daily reports are gotten out for the distinct purpose of allowing the manager to co-operate with the salesman to secure business which the salesman may have missed.

This report, form 4-D, is as simple as it can possibly be made, in view of the information that is necessary to the manager that he can co-operate properly with

you. Blank spaces have been provided which should be filled out; then, in the space for remarks, you should state why you were not able to book the exhibitor, giving a detailed report covering the situation. The exact objections of the exhibitor to booking should be given, and the exact conditions surrounding the situation should be outlined, so that the Manager may endeavor by letter to further convince the exhibitor where you have failed.

It is quite possible that you have overlooked some point, or perhaps you were not feeling well that day, or you might have found the exhibitor antagonistic, where a letter from the Manager may have effect, or at least pave a way for a surer booking from him on your return trip.

With this company's methods of continually hammering at one spot until it is broken down, the Manager endeavors to follow up your work and keep you before your exhibitors, so that you always have the greatest opportunity of getting results; but he cannot do this unless he has intelligent information as to the exhibitor's requirements and surrounding conditions, in order that these may be taken into consideration in his personal correspondence follow-up work.

Economical Expenditures

Economy is both a personal and business virtue, and every salesman should recognize that it is just as vital to the company, just as important, to economize in expenditures as it is to put on new business. A salesman makes just as much for the company when he saves \$10 a week as when he puts on a \$10 account.

Salesmen should further recognize the fact that, in traveling at the company's expense, they are spending someone else's money, under which circumstance they should always spend carefully and efficiently.

We expect our salesmen to live as other commercial salesmen do, not cheaply nor shabbily; neither as a retired merchandise prince might travel over the country.

In every city will be found good, reliable commercial hotels run at reasonable rates. We expect our salesmen to stop at these hotels and to live exactly as they would live if they were spending their own money.

It has been proven, in various parts of the United States, that salesmen can live at a daily average expenditure of \$2.50 per day.

This is true of salesmen in Los Angeles, San Francisco, Seattle, Salt Lake City, Denver, Omaha, Chicago, Buffalo, Dallas, Cleveland and Indianapolis, who for several months have averaged from \$2.25 to \$2.75 per day for living expenses.

This so thoroughly covers and represents the country that it shows there are practically no branch territories which require higher average expenditures. Of course, some days salesmen will spend more; but, on the other hand, there are days when he will spend less, as he will frequently be in small towns, where the hotel rates are much lower.

The value of a salesman does not lie so much in how much business he brings in as in how much business he brings in at the least cost, and the most valuable salesman is the one who brings in the most business at the least cost, giving us the greatest net profit.

Business is of no value if it has cost us all of our profit to get it, and if two salesmen in any one office bring in the same amount of business, the one who is bringing this business in at the least expense is considered the most efficient.

Salesmen should recognize just how the virtue of economy increases their efficiency so far as the company is concerned, and makes them more valuable, as well as worthy of greater consideration for advancement.

It must be assumed that when a salesman cannot so regulate his expenditures on the road as to live as economically as other salesmen, he would not be able to regulate the expenditures of a branch, and in considering a salesman for promotion, this would weigh quite heavily against him.

It is not the intention of the company to be small in this matter, but salesmen should stop to consider that if each branch saves \$10 a week on salesmen's expenses, at the end of a year the World Film Corporation as a whole will have saved \$12,000. If each salesman will look at the matter in this light, he will readily realize just how much the saving of a few dollars each week on salesmen's expenses means to the company as a whole.

That is why efficiency and economy in expenditures has been asked in each department, and it should be just as readily recognized and readily adhered to by salesmen as anyone else.

Since it has been proven that salesmen all over the country can live on an average expenditure of \$2.50 per day, any salesman who is spending an average of more than that is considered as getting so much more salary.

That is, if two salesmen are getting the same salary, and one is averaging \$2.50 per day, while the other is averaging \$3.50, the one spending \$3.50 is considered as getting so much more salary per week, and this will be taken into consideration at any time that he may be looking for an increase or for advancement, and it is also weighed against his selling work.

Salesmen should look at this matter in the proper light and realize what efficiency and economical expenditure means from the company's standpoint.

It should hardly be necessary to comment on the fact, at this time, as all good salesmen recognize it, that in this day and age of the world, it is not necessary to entertain or get customers intoxicated in order to get their business. Such a method of getting business is not practical, nor desirable from any standpoint.

In the first place, this company does not want such business nor such methods used, and it will not permit any such operations on the part of its salesmen.

The good showman of to-day does not book features because a friend of his is offering them, or because he has been given a big dinner or bought a few drinks, but because he thinks that those features will make more money for him than any other features on the market.

Therefore, entertainment not only gains the salesman nothing, but for the most part it weakens our proposition, and for that reason we will never at any time O. K. any expenditures for entertainment on the part of our salesmen.

Bookkeepers

Qualifications

- Accounting ability
- Honesty
- Accuracy
- Reliability
- Ability to handle details
- Judgment
- Tact
- Politeness
- Courtesy
- Loyalty
- Promptness

General Duties

- Careful handling of auditing forms.
- Careful and accurate dealings with customers
- Tact in handling customers' complaints
- Close adherence to instructions
- Co-operative work with other employees
- Careful check of details

Bookkeeping Responsibility

Bookkeepers hold a particularly responsible position in this company, both as pertains to the company's affairs and the customers with whom they are doing business.

From the company's standpoint, particularly since it is a corporation with certain legal requirements as to reports, a considerable amount of accurate detail is necessary in addition to the usual bookkeeping requirements.

From the customer's standpoint, the bookkeeper plays a rather important part in the service which he renders the customer, for if the bookkeeper does not accurately perform his service, he is a weak link in the particularly strong chain which this company maintains, for the almost perfect service which it endeavors to give to the customers with whom it does business.

Accuracy

It is naturally understood that a bookkeeper must be accurate. We assume of course that any bookkeeper, before he enters our employ is experienced in general bookkeeping and accounting work. Beyond that, if his reports are not accurate to the Home Office, unlimited loss may be brought about in uncharged service, and unlimited expense may be incurred in checking back to right whatever discrepancies may have occurred, and costly confusion will have been brought about both in the branch and the Home Office.

If the bookkeeper is not accurate in so far as dealings with our exhibitors are concerned, not only may we lose business through lack of charge, but we may also lose business through lack of accuracy, and possibly erroneous billings and other confusion brought about.

Service to Customers

From the customer's standpoint, perfect bookkeeping service is comprised of accurate billings rendered promptly and a perfect accounting kept of the customer's transactions at all times. To give perfect service to a customer, very close co-operation is necessary with the shipping department, to make sure that nothing is billed to the customer that has not been shipped, or that nothing is shipped to a customer which has not been billed. Here again the bookkeeper assumes a certain responsibility in checking to see that there is no laxity in the shipping department which permits of any service or advertising going out without the proper records for it, which in turn come to the bookkeeper for charge.

It should be quite apparent that if an exhibitor has ordered certain advertising which he failed to get, and is consequently embittered over this lack of service, that his failure to receive this will simply be brought to his mind again and his bitterness probably doubled should he receive a bill for that advertising which he did not get, in addition to not having had the use of it.

This is only one of several ways in which accurate billings by the bookkeeper can be of material aid to the branch in keeping customers on their books, and this instance can be exemplified by many others which come up in the daily routine of bookkeeping work.

Home Office Forms

The bookkeeper is particularly responsible to the Home Office and must recognize his responsibility from that standpoint.

With twenty-three branches throughout the United States, all of them at such distance that direct touch or supervision cannot be hoped for from the Home Office, the need for accurate and intelligent detail reports should be apparent.

Just as the bookkeeper of any branch must fully cover and intelligently

check detail operations of that branch, so must the Home Office intelligently cover and carefully check the detail operations of twenty-three branches, and if the branch bookkeeper finds it hard, or it keeps him busy covering his own small territory, he should stop to consider how much more difficult it is to control and check twenty-three branches, located at such a distance.

A corporation like this, in keeping close check on auditing work, cannot permit the slightest looseness or laxity or a discrepancy in any one of the branches, for such discrepancies would so disrupt the working methods and systems of the organization as a whole, that unlimited expense, confusion and time would have to be consumed in properly adjusting the difference under consideration.

That is why detail forms have been supplied, and each bookkeeper should remember that his first duty and his first consideration is the proper handling of reports and the forms which are provided.

He should recognize that these forms have a purpose, or they never would have been put out by the Home Office; and while we want branch bookkeepers to know their purposes and reasons, at the same time it is not for him to ask why he should give the exact details which are required on these forms.

It should be apparent that in a corporation, with certain legal requirements and with reports to make to stockholders and others, where detailed reports are called for, many details are required by the Home Office Auditing Department which may not be important to the branch bookkeeper. In fact, these details may not have any bearing on the branch at all. Therefore, if some of the reasons for these forms are not clear to any bookkeeper, they should bear in mind that each form has a distinct purpose which is very vital to the interests of this company.

Any bookkeeper who particularly desires to know the reason for any parts of the forms which they do not clearly see can very easily ascertain this information by writing to the Home Office for an explanation.

The bookkeeper should recognize that it is his first duty to give to the Home Office the exact and accurate details which are called for on every form and in every transaction, and every transaction should be carried on and completed exactly in accordance with the systems, requirements and instructions of the Home Office.

Bookkeepers should get away from the idea that any of these forms are red tape. As stated above, they all have a purpose which is vital to the interests of the company.

Bookkeepers' Liability

Every bookkeeper should remember that he is bonded by the company, and that he is liable for any discrepancy which occurs through his handling of an account. We do not want to infer here that there is the slightest feeling on the part of the Home Office employees as to our bookkeepers not acting in accordance with strict, honest business policies; but what we particularly want to point out at this time is the danger and liability of situations arising which might put the bookkeeper in a bad light, simply through his laxity, or his failure to recognize the necessity of fulfilling all requirements as made by the Home Office.

In many offices even the manager himself has been apt to look upon some business forms as red tape, and, therefore, disregarded these forms and disregarded the Home Office instructions as to handling some certain transactions. This may be applied to giving away paper, handling money, cash advances, etc.

For instance, there has been in the past a laxity in the handling of petty cash and keeping the proper records; also a laxity in making cash advances. These bookkeepers have been perfectly honest in their transactions, but have overlooked the very forms which we require, and overlooked making their accounting

to the Home Office ; also not giving the required records to satisfy our auditing department as to how the money had been spent.

It should be remembered that at the end of the year Certified Public Accountants are brought in from the outside to go over all of our accounts, which must be certified to stockholders, and they will not certify any account without the proper sustaining records. Therefore, you will see that even if the Home Office Auditing Department has been satisfied that these transactions were perfectly honorable, they could not possibly pass them through their books without themselves being liable later on, on account of their work being audited and checked.

Therefore, it has put this bookkeeper in the light of, practically, not laxity, but crookedness.

We are quite sure that no bookkeeper wants to be regarded in that light, and, therefore, they should follow all instructions as set forth to the letter.

It is also advisable that each bookkeeper study very carefully and minutely every form and every transaction as it pertains to the Home Office, and insist that these various requirements be adhered to by anyone about the office in any transaction that may effect the bookkeeping records.

The branch manager should particularly leave it up to the bookkeeper to handle all such requirements, he merely checking to see that the work is being done right.

Honesty

Little need be said regarding this subject at this or any other time, as certainly everyone recognizes that it is one of the principal requisites in any line of business. In the present day and age of the world, few men with good common sense think they can ever get along in any line without strict honesty and the most honorable and upright dealings. In bookkeeping duties it is particularly necessary, and should not be deviated from in any shade or sense of the word.

Tact

Bookkeepers are placed in a position where tact and diplomacy is especially needed. Those customers who pay their bills personally generally make that an opportunity to announce their displeasure or ill-feeling, if such they have.

The bookkeeper is then in a position to either pacify and help keep the business of the customer, or to antagonize him, and possibly ruin any chance of future business.

It would be well for bookkeepers to remember that even the best bookkeeper and accountant may be of no value to an office if he is not tactful and diplomatic in his handling of customers. Crude, ill-mannered, antagonistic, arbitrary or independent bookkeepers can do considerably more harm from a sales standpoint than any good which they may be doing from a bookkeeping standpoint.

A smile, a pleasant word, a few tactful or diplomatic expressions, or referring this antagonistic customer to the manager, may calm him, or at least it will put him in a position where he can go to the manager with his complaint and have it smoothed out. Even if there is no inclination on the part of the exhibitor to take up the ill-feeling further, the bookkeeper should not allow the exhibitor to go out of the office if he is in such a frame of mind until the manager has had a chance to speak to him and pacify him.

It is not only important that the bookkeeper should not antagonize him further, but that he should see to it that he leaves the office with a kindly feeling toward the company.

Co-operation

All branch employees should recognize the value and necessity for co-operation, both with other employees and departments about the office and with the Home Office.

No real work can be accomplished in any organization or any office without the proper co-operation of the various units of that organization. With any one member of that organization pulling apart, not only is his own effort lessened, but he is probably pulling against the united efforts of all others, thus retarding their work and their accomplishments just that much.

Co-operation not only means easier work for the individual but everyone else around him. The bookkeeper's work very often brings him in contact with many other departments in the office. If he is in close accord and harmony with those departments, if he is going just a little bit out of his way to exchange service with them, to make sure that the work as it bears on his department is fully understood and fully taken care of, he is going to attend to his own work better and more intelligently, and also help the work of other departments as well.

He comes very largely in contact with the shipping department, and if he is working in close harmony the utmost results can be obtained as far as service to his customers and accurate reports to the Home Office are concerned.

On the other hand, he comes in contact with the manager on questions of judgment, handling collections and other transactions in holding the customers' accounts. If he really works with the manager on this he will give the most reliable service to the customer, whereas, if he tries to work it alone, very often possibly making mistakes, he not only hurts his standing, but he hurts the company as a whole.

From the Home Office standpoint it is possible for him to lessen their labors considerably by co-operating in any way that he may be called upon, or it is possible. If by giving a little added information which is not called for on the forms, he makes them more clear, or helps the Home Office work, he should be glad to do so. There should never be a feeling of antagonism between the Home Office and the branch because they are so closely affiliated and are part of one family, and because the Home Office is here to help the branches in their work and in any other way possible.

Therefore, if anything comes in from the Home Office which is not quite clear, there should not be an inclination to call it red tape, or useless detail, or to throw it aside, stating that it is not understood. A little more time should be given it and it should be carefully studied out. If after it is carefully studied out it is not thoroughly understood, even as to the smallest detail, the Home Office should be written for a further explanation, which will gladly be given.

On the other hand, if the Home Office receives certain reports from the branch which are not quite clear, instead of immediately sending the reports back to the branch for an explanation, a deeper study will be made and possibly the whole matter will be adjusted in the Home Office without calling upon the branch manager for further information in connection with that particular form.

Co-operation is the life of any business and no business can get the maximum results without co-operation from every employee.

Collections

The bookkeeper should hold himself quite as responsible for the collection of moneys due the company, as he does for the accurate accounting therefor.

The bookkeeper is in a position where he can keep in very close touch with the credit of any customer on our books and the manner in which he is meeting his obligations.

The bookkeeper should watch closely to see that the customer is properly meeting all obligations and if there is any inclination on the part of an exhibitor to fall back, he should be quickly checked before the aggravation becomes too great.

In our business, never at any time should we have more than one account outstanding on our books for any one man, and the principle of operation is really "Cash in Advance." Therefore, the bookkeeper should be careful to see that billings go out sufficiently in advance to give the customer time to have received it and send in his payment in advance. If the exhibitor fails to do this, he should be promptly notified before the end of each week. If this does not bring a response a tactful letter should follow, and if necessary a stronger one at a slightly later date.

The question of collections is a delicate one and requires deep thought and study. The writing of collection letters is particularly an art and any bookkeeper can perfect himself along this line by reference to a great many publications which are issued on the subject and which contain numerous samples and suggestions.

It is always necessary to collect an account without antagonizing the exhibitor to a point where future business dealings are destroyed. This can be done by diplomatic handling and a systematic follow up of collection work to keep all accounts properly paid up.

Payment of bills with a great many people becomes a habit. Some men get into the habit of paying bills promptly and others long after they are due, simply because they are allowed to do so, and it is up to the bookkeeper to see that exhibitors get into the habit of paying their bills with us in advance. By the bookkeeper co-operating with the manager, they can together work out systems for the handling of this collection work and getting the best results out of it.

At any rate, never at any time should a bookkeeper allow an account to become more than two weeks old, nor more than one show in arrears. It is generally the old accounts, so far back that the details have been forgotten by the man, which cause disputes and controversies.

If the bookkeeper will promptly call all delinquent accounts to the attention of the manager, far greater results will be obtained in collection work with a better effect from a sales standpoint on the office itself.

Following we will endeavor to explain in detail every form which the bookkeeper handles in exactly the sequence with which he comes in contact with it, starting with the taking of a contract from the customer until the final payment has been made and the account wiped off the local books by being forwarded to the Home Office.

Here again we must emphasize the necessity for carefully following out of all forms and careful checking of everything that is done.

In getting up our annual statement of net profits for the year which has just ended, it cost us several hundred dollars more than it should have, also required additional people and we were placed in a very embarrassing position by the fact that on account of laxity and improper handling of these forms, the records of the Home Office and the branch offices failed to check in almost every instance, and particularly was the example most glaring when we endeavored to accurately account for stock which had been sent to the branches in accordance with their reports on the disposition of same. In one particular item alone there was a difference of several thousand dollars between what the Home Office books showed was shipped to the branches and what they still reported on hand.

This would indicate that the branches disposed of a great deal of stock without the proper records. It should be remembered that any time a branch is shipped any stock, even down to a lead pencil, that branch is charged, and that charge remains on our books until an accounting has been made of the disposition of the material, either by depreciation or actual disposition.

Here again the bookkeeper places himself in a bad light and possibly responsible under his bond, for losses which apparently have been sustained, and he should again realize the necessity, for his own standing, to accurately fill out and forward every form and every requirement involved in any transaction in his office.

Explanation of Forms

Shipping Clerks

Qualifications

Accuracy
Reliability
Knowledge Shipping Conditions and express connections
Ability to handle details
Honesty
Judgment
Tact
Loyalty
Politeness
Courtesy
Promptness

General Duties

Accurate service to customers
Careful handling of forms
Careful checking of stock
Keeping stock in good condition
Careful checking of details
Diplomatic handling of customers

Service to Customers

Shipping clerks should recognize the fact that they are the pivot of the entire branch business, so far as mechanical service to customers is concerned, and from that standpoint, the shipping clerk holds a particularly responsible position in retaining customers' confidence and business.

Outside of the actual sale and obtaining the contract, his is probably the most important work connected with our entire operations, for the simple reason that upon him depends delivery of the things which have been ordered, and upon his prompt and efficient delivery depends the success with which they meet from a customer's standpoint. We expect our salesmen to get new business and we expect our shipping department to be very largely responsible for its retention by the giving of perfect, accurate and reliable service to the customers on anything whatsoever which may have been contracted for by the sales department.

To the experienced shipping clerk it is a matter of record that poor service has often caused, and in fact is generally the cause of most cancellations. When a customer has contracted for a show, has billed it heavily and has spent a lot of money to bring it before his people, and through the carelessness of the shipping clerk it does not reach him, he is not alone put out, but he has sustained a great financial loss, not alone through the money that he spent in advertising, but probably because he will have a dark house and disappoint a great number of customers.

If he has planned an advertising campaign, and through carelessness the shipping clerk has failed to send part of the advertising, the whole campaign may be broken up and made worthless.

If his paper comes to him in bad condition, it cannot but hurt the feature, and there are hundreds of other ways in which improper service on the part of the shipping clerk may eventually affect the showing of the exchange and impair its efforts to increase the business.

On the other hand, it is a matter of record in our office, that a great number of exhibitors have stated that our shipping service has done more toward keeping them on our books than any other single factor.

Systematic Accuracy

Real good service can only be accomplished through systematic accuracy in handling details. Every shipping clerk should train himself particularly along these lines.

First of all, proper systems and sufficient checks should be employed to insure work against going out in imperfect order. However, systems are not of the slightest value in the world unless they are kept up and handled properly by the man in charge of them. Therefore, accuracy in the smaller details must be practised in order to instill that principle which will later affect everything that is done and make it more nearly reliable and accurate.

Daily Reminder

The exact forms and methods for taking care of the work and proper check for the Home Office will be considered separately, but at this particular point, we might suggest that there is one simple system which can be installed in any shipping department, or any part of any office, in fact, for the general handling of miscellaneous matters which come up and are to be taken care of later, and that is a daily reminder pad or tickler file.

Very frequently miscellaneous transactions are to be taken up at a later date which are not entirely covered by forms which are provided. If the shipping clerk, or any other employee has on his desk a small 31-day numerical file, he can simply make a note of the transaction to be taken up and slip it into the file under the particular date that it is to be taken care of, and the matter will thus come up automatically on the day it requires attention.

Some offices have even been perfected to a point where in using a daily pad, the hours of the day have been marked off and particular things to be taken care of at certain hours, such as odd shipments, etc., are placed against those hours and taken care of at that time.

Very few men are able to trust to their memory, in fact it should not be attempted, and the best way to accurately insure against forgetting things, is to keep a daily or hourly reminder of this kind where all future transactions may be recorded and taken up without fail at the time they should be handled.

Keeping Film in Order

Since the inspection department is part of the shipping service, it should be the particular responsibility of the shipping clerk to see that no film leaves the house unless it is in the most perfect order.

Inspectors should be accurate and conscientious in their work, and they should realize the necessity for keeping the film in the best possible physical condition. A film may be ever so good in its construction, but if it shows up badly on the screen, covered with oil, sprocket holes broken, full of scratches and constantly breaking, it does not look good to the patrons.

The merit of a film, so far as the patron is concerned, lies not in its construction, but in its appearance on the screen, and it must be recognized from an exhibitor's standpoint that one of the most vital points in his service, is that the film as well as the advertising comes to him in as nearly perfect condition as possible.

Therefore, films should be very carefully inspected and at stated intervals renovated by a thoroughly reliable process.

There should be kept in the vault for keeping the film moist and free from cracking, a pan containing the following solution:

1 qt. glycerine, 4 cakes camphor, 4 parts water.

Keeping Advertising in Order

A vital part of the shipping service is to give advertising matter not only promptly, but in as good condition to the exhibitor as it is possible to offer him.

Quite often the desire of patrons to attend a theatre is caused by the appearance of the advertising in front of that theatre.

Thousands of dollars may be spent for artistic paper and to make our paper with as much drawing power as possible, but it loses its drawing power if it comes to the exhibitor, ragged, worn, tattered and dirty.

Poster drawing power is largely a psychological proposition and the condition of the poster, unconsciously very often, has just as much to do with a patron's determination to see the play, as the drawing itself or the construction of the poster.

It is generally human nature to draw back or shrink from anything dirty, ragged, tattered or unsightly to the eye. Therefore, a poster may be considered as losing its value if it goes to the customer in bad condition. For that reason, posters should primarily be kept in good order, by actually keeping the stock neatly on the shelves so that it can best be preserved.

When posters are returned from exhibitors slightly damaged, they should be repaired if possible immediately on return. If beyond repair, they should not be put back on the shelf to be used over and over again, but disposed of by the usual method prescribed by our auditing department for the disposition of bad paper and the proper report thereof.

Careful watching on the part of the shipping clerk and careful mending at the right time will very often save posters which would otherwise go to waste after

the first showing or two. At no time, however, should any attempt be made to use old and soiled posters, and if the stock of good valuable posters becomes depleted, an order should be sent to the Home Office. This should not be taken to indicate that we want any wastage or extravagance in handling stock. Shipping clerks should do all within their power to get posters to customers in good condition and make the posters last just as long as possible from the company's standpoint.

Proper Arrangement of Stock

Keeping the advertising in order is very much assisted by having the proper arrangement of it and keeping the shelves in good order once the proper arrangement has been determined.

A sketch marked "advertising racks" is attached hereto, in the supplemental list of forms showing the ideal way, as nearly as it can be worked out, of keeping advertising in the branches in the best arrangement as to floor and wall space, and also in the best order for preservation, checking and accurate service to customers.

Whenever possible, this system should be followed, as it provides not only shelves wherein the features can be worked up and down or back and forth, but an entirely new system of advertising can be installed. Also, the individual bins for the individual features is a safeguard for preventing sending out wrong advertising on the wrong feature. Furthermore, this form of shelving is as good as any that can be devised for keeping the advertising in good shape in being placed on the shelf or when being taken out.

Once this arrangement has been perfected, or any arrangement that may be used in any office at this time, one of the most important elements is keeping the stock in its proper place. If it is not kept in the proper place, confusion not only will result, but it will consume more than the usual time in getting up shipments. There is also then a great liability of pulling wrong advertising on some of the features and shipping customers posters on a feature which they have not booked and not shipping the posters which are wanted. This as you know, disrupts our entire efforts towards service to customers.

Advertising Stock Records

Another very strong argument for keeping stock in order is its value in keeping your advertising stock records and any time a physical inventory may be taken there will be no discrepancies. Here again let there be impressed upon you the extreme value and necessity of keeping advertising stock records accurate, as the shipping clerk is directly responsible for these advertising reports and he may be held liable personally for any unaccountable shortages. It therefore behooves him to insist on accurate stock records and Home Office requirements in any transaction which involves the disposition of stock.

This may be well brought out by the fact that in obtaining our financial statement at the end of the year, showing the net profits, according to our inventory our branch offices were short several thousand dollars worth of stock as it was charged against them on our books. Even in some single branches discrepancies ran into thousands of dollars and naturally the shipping clerk could be held accountable for this.

It must be remembered that any stock which is sent you is charged against your office on the Home Office records and if this stock is disposed of without proper records being sent to the Home Office, this charge remains, and while you are without the stock, you are charged so far as our records are concerned. Then when your inventory comes in, naturally showing this loss, the shipping clerk is held liable for the shortage.

A charge always remains on our books until it is wiped off by proper supporting records showing the proper disposition of stock, and if you or anyone about your offices disposes of this stock in any way without making proper records, so there is a shortage in your department, it very seriously affects your standing

Express Connections

with the company. Whether it be the manager or anyone else, he should not be allowed to dispose of any of your stock in any way, shape or form, without proper records going to the Home Office.

Since the shipping clerk is directly responsible for film and advertising reaching their proper destination at proper times, every shipping clerk should familiarize himself thoroughly and possibly memorize the times of trains of all railroads to various points in his territory, and which trains carry express, as through lack of this knowledge very often shipments are missed.

This will no doubt require some study, but since this is a direct responsibility, there is no reason why each shipping clerk should not be willing to give the matter time and attention.

The shipping clerk should also have supporting records and time-tables in a conspicuous place about the office to which he can readily refer, but it is desirable, if possible, to have the knowledge personally, so that at no time will he be holding up a film or paper shipment for a train which does not carry express, or for a later train which does not arrive at its destination in time for the show.

Such knowledge and its operation means accurate service, where lack of this knowledge may mean extreme laxity and improper service to the customer.

Tact

Like the bookkeeper, the shipping clerk is in a peculiarly important position for the exercising of diplomacy, politeness, courtesy and tact toward exhibitors.

If an exhibitor has come to make a complaint, he either goes first to the bookkeeper in paying his bill, or to the shipping clerk in returning the film.

The shipping clerk by using tact and diplomacy can calm the exhibitor and change his unkindly feeling, if such he has, or if he can do nothing he can refer the exhibitor to the manager. Or he can, by adopting a similarly arbitrary attitude himself, fan the flames of the exhibitor's feeling further and possibly disrupt future business relations with that exhibitor.

He must recognize that this is a very important sales factor and that any shipping clerk, no matter how good he may be from a shipping standpoint, can do enough harm by adopting an arbitrary attitude in business dealings with exhibitors, to render him more detrimental to the branch than he is beneficial, and such a condition would consequently bring about his dismissal.

The customer may very often be unreasonable and arbitrary, but it should be remembered that the exhibitor must have some reason for his attitude, and be it ever so unreasonable, he will continue to feel that way unless the matter is explained to him in a nice way and he is made to see our viewpoint.

If the shipping clerk finds that it is impossible to do this, he should refer the customer to the manager. In fact he should not try to settle any dispute unless it is a very small one. Furthermore, if the exhibitor has no inclination to see the manager, the shipping clerk should make it his business to see that he does not leave the office with an unkindly feeling toward the company.

It should also be taken into consideration that courtesy and politeness must be shown to operators who come in, for while they do not actually book the film they often have influence with the manager of the theatre, and they can make the film show up poorly on the screen, or by constant knocking can create an ill feeling toward our pictures.

Shipping Forms

Shipping clerks should realize the value of all forms and they should not look upon any form as red tape or unnecessary detail work. Every form has a purpose and are installed for the benefit of the shipping clerk. Without these forms it would be a physical impossibility to get along and would only lead to mis-

takes, confusion and loss. Since mistakes and confusion reflect directly back on the employee, he should be very glad to use and appreciate any form which will assist or tend to eliminate these mistakes and make his work accurate and reliable.

Therefore, it should be recognized that every form is put out with a distinct purpose and should receive very careful study.

The detail work connected with shipping particularly makes it necessary not only to have accurate forms but to check back on almost every operation.

We will therefore take up each individual form, discuss them thoroughly and point out their benefit and operation in the daily performance of various shipping duties.

Branch Forms

Use of Forms

So much has been said already relative to proper observance of forms that very little comment need be made here except to reiterate the value of proper observance of these forms to branch employees and their necessity to the Home Office.

Again let it be pointed out that our system has been pruned as closely as possible and as it stands to-day every existant form is absolutely necessary to our work, and being so necessary, should have the most careful observance in handling by the branch employees responsible therefor. Also, branch employees will find upon careful study that a careful check of their own work by the use of these forms will increase their efficiency manyfold.

Sales Forms

Since the sales forms were thoroughly explained under the heading of "Branch Managers" and "Salesmen," no further reference will be made to them here. Sample forms are fully outlined in the appended reproductions and should of themselves be fully explanatory.

Form 676 Notice of Contract

Form 676, Notice of Contract, is really only a letter of transmittal wherein every blank is filled out and attached to contract, taking the place of a letter which would ordinarily come with these contracts. The information called for is simply of statistical nature, such as: name of exhibitor, city, etc., and the blank itself is entirely self-explanatory. These forms with contract is sent to Division Manager for approval and he in turn transmits to the Home Office if approved.

Form 677 Notice of Cancellation

This form is also simply a letter of transmittal, making unnecessary any further communication if properly filled out. It also is self-explanatory.

Form 152 Brief of Contract

Upon the receipt of any contract the full details should immediately be transferred to Form 152, Brief of Contract Card. This card, as per sample shown in appended reproductions, provides blanks for every sort of information necessary to the proper service of that customer, film requirements, advertising order, price, express connections, etc.

These cards are filed alphebetically by name of exhibitor and form a permanent record in that branch for the guidance of any employee in the process of serving that customer, whether it be booking, billing or shipping.

The reverse side of this card is so lined as to provide spaces for dates and names of features used, and the booker upon booking any feature to this customer, should insert the date and name of the feature, cancelling same later in case the feature may be cancelled. This, then, provides a permanent cut-off sheet and sales record for the office.

Form 111 A & B

Booking Sheet

Prepare these sheets as follows:

Use one column for each feature except in cases where your office has more than one copy of a print, in which case a column should be reserved for each copy. The numerals in the margin represent the dates of the month.

When a booking is received and has been approved by the Manager it is entered on the booking sheet in the column provided for the feature desired, and on the line representing the date on which this feature is to be shown. The entry should give the name of the exhibitor and the town and state in which his theatre is located.

As soon as a booking has been entered on the booking sheet the order should be given to the billing clerk, who will immediately make out "Combination Form No. 105 and No. 106," which comprises charge tickets, film and advertising shipping tickets, film and advertising return tickets, and inspection



report in manifold form and can be issued with one operation. This Form is fully explained in another paragraph.

After a booking has been entered it should not be erased, unless it becomes necessary to place another booking in that particular space. When a booking is cancelled or a change made for any reason it should be so marked on the booking sheet.

Where the time between bookings do not allow for the return of a print to the branch and it becomes necessary to make a direct shipment from one exhibitor to another, the booker should be able to get such information from his booking sheet. This is important as the booker will receive daily, from the shipping clerk, all tickets representing film shipments upon which he must endorse shipping instructions.

Any change or cancellation on the booking sheet must be reported to the billing clerk, who will cancel charge tickets and shipping instructions affected by the change or cancellation of booking and issue new copy of "COMBINATION FORM No. 105-No. 106" where required.

Form 105-106
Combination
Charge Ticket,
Film and Ad-
vertising ship-
ping Ticket,
and Inspection
Report.

This Form comprises six manifold copies, and will be issued by the biller immediately upon receipt of an order from the booker. After this Form is completely filled in, it must enable the billing clerk to obtain therefrom the necessary information for invoicing, and must enable the shipping clerk to intelligently fill the exhibitor's order on advertising matter as well as on film. The several copies of this Form are distributed as follows:

Copies No. 1, No. 2, No. 3 and No. 4 are delivered to the shipping clerk; copies No. 5 and No. 6 are retained by biller and filed under shipping date for check back and exchange with shipper.

Copies No. 1 and No. 2 represent the advertising shipping and the advertising packing slips respectively and should be filed by the shipping clerk in his daily reminder file under shipping date. This shipping date must be such as to deliver this paper to the exhibitor one week in advance of play date. When shipment is made the reverse side of Copy No. 1 must show the name of the express company to whom this matter has been delivered, as well as the date and time of shipment and the name of the shipper. If same is delivered to a local exhibitor it must bear his signature or that of his messenger to whom this matter has been delivered.

Copy No. 2 is the exhibitor's copy and should be placed in the package.

Copy No. 3 and No. 4 are the film shipping and packing slips and are filed under shipping date in the shipping clerk's daily reminder file and sufficiently in advance of play date to guarantee delivery of this film on time.

Copy No. 3 is the film shipping ticket and when a shipment is made should be carefully filled in on the reverse side at time of shipment.

Copy No. 4 is the exhibitor's copy and should be placed in the package.

Each morning the shipping clerk will refer to his daily reminder file and remove all tickets representing shipments to be made on that day. These should be given to the booker, who will check same and place his initials on the back of all No. 3 copies in the space provided for that purpose, detaching coupon which he will retain as his record. He will also enter on the back of film packing slip (Copy No. 4) complete shipping instructions on any film that is to be reshipped by the exhibitor.

Copies No. 5 and No. 6 are to be retained by the billing clerk, who will file same under the date of play, first detaching the coupon from these copies, mailing coupon from copy No. 5 to the Home Office, and coupon from copy No. 6 to the Division Manager.

Each day the shipper will deliver to the billing clerk all No. 1 copies representing completed shipments of advertising matter, and all No. 3 copies representing completed shipments of films, and will receive in exchange for each No. 1 copy (Advertising Shipping Slip) a No. 5 copy which is his advertising return slip and should be filed in his return file under the date on which this advertising matter is due to be returned.

He will also receive for each No. 3 copy (Film Shipping Slip) a No. 6 copy which is the film return slip and inspection report. This No. 6 copy is to be filed under the date on which the film is due to be returned, at which time this slip will be delivered to the inspector with the film, who will report the condition of each reel on this ticket.

Before making this interchange of tickets, the shipping clerk should make the necessary entries in the property books, namely, "PERPETUAL INVENTORY RECORD OF ADVERTISING MATTER," and "IN AND OUT BOOK OF FILMS." These forms are explained in another paragraph. Entries showing *return* of films or *return* of advertising matter should be made from copies No. 5 (Advertising Return Ticket) and No. 6 (Film Return Ticket).

Copy No. 1 is the Advertising Shipping Ticket and will be returned to the biller on date of shipment in exchange for the advertising return ticket. This interchange should be made on shipping day and any changes noted on all copies.

Invoices are rendered three days in advance of play date.

Copy No. 1 of Combination Form No. 105 and No. 106 should be used as the charge ticket from which such invoice is made. Attached to copy No. 1 should be copy No. 5 (Film Return Ticket) and also coupon of the invoice covering this charge.

Copy No. 5 (Film Return Slip) will be exchanged on date of film shipment for copy No. 3 (Film Shipping Ticket) which completes the transaction. Attached to copy No. 1 or Advertising Shipping Ticket will be copy No. 3 or Film Shipping Ticket and the coupon of the invoice.

This becomes a permanent record and must now be filed under exhibitor's name for future reference should the occasion arise, or until destruction is authorized by the Auditor.

Form 113 Invoice

On invoices it is important that the exhibitor's name, name of theatre, address, feature name, date of invoice, play date, and all other entries thereon are absolutely correct.

On the distribution coupon of the invoice you must first consider the total amount of the rental. This rental must be apportioned according to the schedule of "DIVISION OF RENTALS" and entered on this coupon to read, "FILM RENT—ADVERTISING RENT—TOTAL RENT." Opposite the words, "ADVERTISING SOLD," on the distribution coupon, you place the total amount of all advertising matter sold.

Where any advertising matter such as heralds or cards are furnished gratis to the exhibitor the value of same must be included in the "TOTAL ADVERTISING SOLD" and same deducted from the total rental before distribution of such rental is made on the coupon. This is done to insure revenue for the Company

on all salable advertising matter, and though we are apparently furnishing this paper to an exhibitor "gratis," we are in reality reducing the rental by the amount of such advertising matter furnished, and taking credit for same under "ADVERTISING SOLD." The following is an illustration of such a transaction:

Supposing the total rental on a feature is \$25.00 and that we sell this exhibitor 1,000 heralds at \$2.00, and give him 20 1/2s cards gratis, the total amount of the invoice would be \$27.00. On the distribution coupon of this invoice you would show the total sales as \$3.00, value of 1,000 heralds being \$2.00 and the value of 20 cards being \$1.00. Now, as the total amount of invoice must read \$27.00 to the exhibitor, and the sales on our distribution coupon are \$3.00, we must consider the total rental to be distributed as \$24.00. Division of rental on \$24.00 is \$19.00 film rental; \$5.00 advertising rental; therefore, our distribution coupon would read as follows:

Film rental	\$19.00
Advertising rental	5.00
Total rental	24.00
Advertising sold	3.00
Total advertising	8.00
Total invoice	27.00

In cases of this kind it is necessary to mention in the body of the invoice this caption, "TO ADVERTISING FURNISHED GRATIS," and itemize below such paper as has been furnished gratis to an exhibitor. This is necessary as stock at branches is credited with advertising sales as represented by the invoice. After the invoice has been completed the following procedure is in order:

Copy No. 1, after coupon has been detached, is forwarded to the exhibitor three days in advance of play date. Coupon of invoice is now to be attached to the charge ticket.

Copies No. 2 and No. 3 are listed on the abstract of invoices and forwarded to the Home Office on play date.

Copies No. 4, No. 5 and No. 6 are placed in the active file of "ACCOUNTS RECEIVABLE" until paid in full, at which time copies No. 4 and No. 5 are forwarded to the Home Office with the Abstract of Collections after being properly listed thereon. Copy No. 6 is then transferred from the active to the inactive file and becomes the permanent record at the Branch.

This same form of invoice should be used in all cases, regardless of the nature of the charge and to make this perfectly clear to all bookkeepers, we give herewith a few specimens of unusual invoices:

Moneys refunded by an express company are to be invoiced on this Form, using the name of the express company making the refund. These must be entered on the Abstract of Invoices and on the Abstract of Collections and put through in the manner as outlined in the preceding paragraph. State plainly, however, the purpose for which the invoice has been issued, both in the body and on the coupon.

Forfeiture of deposits are also covered by this Form of invoice stating on same "TO FORFEITURE DEPOSIT COVERED BY CREDIT MEMO No., DATE....." Notation must also be made on the credit memo representing the deposit so forfeited and should read as follows: "FORFEITED ON ACCOUNT OF NON-PERFORMANCE OF CONTRACT.....COVERED BY INVOICE No."

Checks returned by the bank for any reason must be invoiced on this Form, thereby reinstating a charge against the exhibitor. This invoice should also cover protest fees, if any. The wording on the invoice should read as follows:

"TO CHECK GIVEN IN PAYMENT OF INVOICE No.
RETURNED BY BANK UNPAID.....\$....."
PORTEST FEES\$....."

Charges on these invoices should be carried in one amount on the coupon, marking it "RETURNED CHECK \$...... PROTEST FEES \$......"

When an invoice is rendered which does *not* cover service or advertising matter sold, the space reserved for the name of the feature should be left blank. In the body of the invoice define clearly the nature of the charge and the amount. No distribution of revenue is required on invoices covering "REFUNDED EXPRESS CHARGES," "FORFEITURE OF DEPOSITS," "RETURNED CHECK" or miscellaneous revenue of any kind. All invoices rendered, however, regardless of their nature, must be abstracted in the regular way and the proper copies forwarded to the Home Office.

All rentals must be divided according to this schedule. This applies to invoices, credit memos, part payment receipts and charge tickets.

Schedule of Division of Rentals

SCHEDULE OF DIVISION OF RENTALS

When total rentals are	Portion for adv. display	Film Rentals never less than
Up to \$8.00.....	\$2.00	\$0.00
\$8.01 to \$10.00	2.50	6.00
10.01 to 12.00	3.00	7.50
12.01 to 14.00	3.50	9.00
14.01 to 16.00	4.00	10.50
16.01 to 18.00	4.50	12.00
18.01 to 50.00	5.00	13.50
50.01 up	10%	45.00

RULE: Net rental of film must never be less than the next lowest rental.

Viz: If total rental, \$8.25, adv. display is \$2.50, film rental \$5.75 by schedule, but next lowest rentals of film is \$6.00, you thus divide this rental of \$8.25 into film rental—\$6.00, adv. display—\$2.25.

ONE-REEL FEATURES

When single reel features rent for \$5.00 or less, the rental is divided 80% for film and 20% for advertising.

When the rental for single features is from \$5.00 to \$6.00, the film rent proportion is \$4.00 and the advertising rent the balance. Rentals of \$6.00 and over divided according to schedule with a minimum for advertising of \$2.00.

This abstract covers all charges to accounts receivable and must be made in triplicate, the original being mailed to the Home Office, the duplicate to the Division Manager and the triplicate to be retained by the Branch. Copies No. 2 and No. 3 of the invoice must accompany the original abstract and be forwarded with same to the Home Office. The total of this abstract, being the total of charges to accounts receivable should agree with the total of copies four, five and six of invoices placed in the active file.

Abstracts of Invoices covering Equitable transactions require an extra copy which

Form 648 Abstract of Invoices

is to be forwarded to New York in a separate envelope marked "Equitable" but enclosed in an envelope addressed to the World Film Corporation.

Form 113½
Deposits on Ser-
vice Contract

When an exhibitor contracts for service it is customary to require an advance deposit which will be applied to the last two or four weeks of service as specified in such contract. Immediately upon receipt of deposit, the bookkeeper will make out on Form 113½ (Credit Memo) a complete description of this transaction. The following notation must be used wherever Form 113½ is used for reporting a deposit on a service contract:

"DEPOSITS ON SERVICE CONTRACT COVERING.....
WEEKS OF SERVICE (DATE).....TO
BE APPLIED TO LAST.....WEEKS OF SERVICE."

Copy No. 1, after coupon has been detached, will be forwarded to the exhibitor as his receipt.

Copies No. 2 and No. 3 must be listed on the abstract of collections under the heading "DEPOSITS ON CONTRACTS" and forwarded to the Home Office with this abstract.

Copy No. 6 and coupon will be retained by the Branch and must be reported weekly to the Home Office until the termination of the contract, at which time this deposit will be applied to the last weeks of service as set forth in the contract. Method of application of "DEPOSITS" described in the paragraph entitled "APPLICATION OF DEPOSITS ON SERVICE CONTRACTS."

Form 121
Part Payment
Receipt

This Form is issued in triplicate and must be used in all cases where payment does not equal the total amount of the invoice. The body of this receipt should be carefully filled in, and must yield all the information that could be obtained from the original invoice. In addition the coupon of this Form must plainly show what part of this payment is applicable to film rental and what part to advertising. This is necessary, as when a part payment is reported to the Home Office it is not accompanied by any part of the invoice proper, and must, therefore, be complete in every detail.

Copy No. 1 is sent to the exhibitor after the coupon has been detached.

Copy No. 2 is listed on the abstract of collections under the heading "ON ACCOUNT OF INVOICES" and forwarded to the Home Office.

Copy No. 3 and the coupon are attached to copies Nos. 4, 5 and 6 of the invoice to which it applies and filed in the active file. It is important that the date and amount of the part payment are endorsed on copies No. 4, No. 5 and No. 6 of the invoice so as to avoid any confusion should these papers become separated. When payment is received covering the balance of invoice, copies No. 4 and No. 5 of the invoice, and the coupon of the part payment receipt, must be forwarded to the Home Office with the abstract of collections, properly listed thereon.

Part payments on Equitable transactions are handled in the same manner, the only difference being the additional copy of part payment receipt which must be forwarded to the Home Office at the time of payment with copy No. 2. This additional copy is issued for the convenience of the Equitable Motion Picture Corp., who are interested in all transactions affecting their program.

Form 121
Overpayments
and Advance
Payments

When an exhibitor overpays his account, in error or otherwise, or when he pays money in advance to be applied against some future booking, a part payment receipt will be issued and handled precisely as the part payment receipt described in the paragraph under such heading. The following exceptions, however, must be noted:

Form 649
Abstract of
Collections

Instead of the name of any Feature, insert the word "OVERPAYMENT OR ADVANCE PAYMENTS" as the case may be. When forwarding copy No. 2 to the Home Office with the abstract of collections it must be entered on this abstract in the column headed "OVERPAYMENT."

These transactions do not become a part of accounts receivable and must be handled entirely separate from same. When the bookkeeper makes up his report at the end of each week he will treat such overpayments and advance payments in his proof just as he treats "DEPOSITS ON SERVICE CONTRACTS," which are covered fully under the heading "PROOF OF DEPOSITS, OVERPAYMENTS AND ADVANCE PAYMENTS."

When an overpayment or an advance payment is applied it must again be listed on the abstract of collections in the column provided for that purpose and headed "DEPOSITS AND OVERPAYMENTS APPLIED."

It is important when applying an overpayment or an advance payment to mention the number of the invoice to which it is applied, on the copy of the part payment receipt, also to make a notation on the invoice giving the date and the amount of the over or advance payment. This is a precaution which should be taken and will avoid any confusion should the copies of the invoice and overpayment or advance payment receipts become separated in the files.

This abstract must be reported in triplicate; the original copy with all credit memos, No. 4 and No. 5 copies of invoice, part payment receipts and deposit slips must be sent to Home Office, the duplicate goes to the Division Manager and the triplicate remains at the Branch as their permanent record. This abstract covers cash receipts and credits to accounts receivable, such as "COLLECTIONS ON INVOICES," "OVERPAYMENTS," "DEPOSITS ON CONTRACT," "CREDIT MEMORANDA" and "DEPOSITS OR OVERPAYMENTS APPLIED."

All money collected must be entered in one of the three columns under the heading "RECEIPTS." If the payment made is applicable to an invoice this amount should be entered under the heading "ON ACCOUNT OF INVOICES," regardless of whether such payment settles an invoice in full or in part.

Where an exhibitor overpays an account, in error or otherwise, such overpayment should be placed in the column headed "OVERPAYMENT." Deposits on service contracts are to be entered in the column provided for that purpose. All transactions must give the name of the exhibitor, the feature, play date, contract or credit memo number, if any, and invoice number.

The last two columns on the abstract are reserved for credits other than cash, namely, allowances by credit memoranda and deposits or overpayments applied. Credit memoranda are not to be reported on this abstract until approved by the Division Manager.

This same rule applies also to the application of deposits on service contracts. The method of applying deposits on service contracts is explained under the paragraph headed "APPLICATION OF DEPOSITS," which fully covers this procedure.

This abstract requires three lines for totals. On the first line, opposite "TOTAL TO-DAY," you should enter the total of each column. Opposite "DEPOSIT TO-DAY," you should enter the total amount of the deposit as represented by the deposit slip, and which should equal the total of the three columns under the heading "RECEIPTS." The second line of totals represent footings, brought forward from the abstract of the previous day. The third line should represent

the totals of the two lines above and should be carried forward from day to day until the close of the business week on Saturday.

The Abstracts of Collections covering Equitable Transactions should be reported in the same manner as outlined above, the only difference being an additional copy of this Form which must be forwarded to the Home Office in a separate envelope marked "EQUITABLE," but enclosed in the daily envelope of reports addressed to the World Film Corporation.

Daily Library Report

This report should be made out by the shipping clerk in duplicate; the original being forwarded to the Home Office and the duplicate retained by the branch. Under the heading "WORKING—YES OR NO," write the word "YES" whenever a print is booked and working. When a print is not working "NO" should be used.

Where a branch has more than one print on any feature a report must be made on each print, and, if necessary, two copies of this Form be used. This information can be obtained from the In and Out book on films, Form No. 108, but should at intervals be checked against the films in the vault, to insure its accuracy.

This report is then given to the bookkeeper, who will refer to the abstract of invoices of that date and insert the number of the invoice, opposite each feature marked "YES." When complete every feature marked "YES," "WORKING," should have an invoice number opposite. This report will therefore act as a safeguard against unbilled shipments or erroneous billing.

Form 131 List of Unpaid Invoices

The weekly list of unpaid invoices should be made in triplicate, the original forwarded to the Home Office, the duplicate to the Division Manager and the triplicate retained by the Branch.

Each invoice must be entered separately giving the "DATE OF INVOICE," "NAME OF CUSTOMER," "THEATRE," "CITY," "INVOICE NUMBER" and "AMOUNT." Where the total amount of invoice has been reduced by a partial payment it must be so shown on this report and the part remaining unpaid entered in the column headed "BALANCE." In the column headed "REMARKS" give reasons for non-payment of any invoice dated previous to the current week.

This Form must be accompanied by a weekly proof of "ACCOUNTS RECEIVABLE." The method of making this proof described in the paragraph headed "WEEKLY REPORT OF ACCOUNTS RECEIVABLE. FORM 684."

Form 684 Weekly Proof of Accounts Receivable or Exchange Control Account

The business week of this Corporation ends on Saturday night and it is necessary for the bookkeeper to forward to the Home Office a weekly balance sheet. This should be recorded on Form No. 684 in triplicate, the original forwarded to the Home Office, the duplicate to the Division Manager and the triplicate retained by the Branch. In each case this report should be accompanied by the weekly list of outstanding accounts.

On the debit side, place all charges to "ACCOUNTS RECEIVABLE" as represented by the totals on the invoice abstracts for the week. Also bring forward the total amount of outstanding accounts from the previous week's list of unpaid invoices.

On the credit side you will place all credits to "ACCOUNTS RECEIVABLE," which information should be obtained from the "COLLECTION ABSTRACTS."

First enter the receipts for the week as shown in the column headed "ON ACCOUNT OF INVOICES."



Next enter on the credit side any totals appearing under the heading "ALLOWANCES CREDIT MEMOS" and any deposits or overpayments which may have been applied during the current week using the total under the heading "DEPOSITS AND OVERPAYMENTS" applied.

This proof of "ACCOUNTS RECEIVABLE" or "EXCHANGE CONTROL ACCOUNT" must not be reported to the Home Office unless same proves to be correct. In other words, the total of all debits must equal the total of all credits.

Any existing different should be checked out by the bookkeeper and can be best accomplished in the following manner:

By taking your list of unpaid invoices for the previous week and the six copies of invoice abstracts which represent all invoices issued during the current week and checking off all credits such as collections on account of invoices, credit memoranda, overpayments or advance payments applied and deposits applied, there will remain such items as should appear on your list of outstanding accounts for the current week. By comparing these items with your list of outstanding accounts for the current week any difference will immediately be detected and after adjustments have been made you will have no trouble with your weekly proof of "ACCOUNTS RECEIVABLE."

**Proof of
Deposits,
Overpayments
and Advance
Payments**

Deposits, over and advance payments, should be listed on Form No. 131 and a proof of same forwarded weekly to the Home Office. This proof must be drawn up in the following manner:

On the first line place the total of overpayments, advance payments and deposits on contract as reported the previous week, placing the amount on the credit side.

Next refer to your collection abstract for the week and enter on your credit side the amount of deposits, overpayments and advance payments received during the current week.

From your collection abstracts you will also obtain the amount of deposits and overpayments applied which should be entered on the debit side of this proof.

Then refer to your list of deposits, overpayments and advance payments and carry this total into the debit column of your proof.

The debit and credit columns of your proof should now agree as illustrated in "THE SPECIMEN PROOF" herewith:

SPECIMEN PROOF

	Debit	Credit
Deposits, Over and Advance Payments W/E.....		\$5,100
Deposits received W/E.....		1,000
Over and Advance Payments rec'd W/E.....		50
Deposits Over and Advance Payments applied W/E.....	\$600	
Deposits, Over and Advance Payments as per attached list W/E	5,550	
Total	\$6,150	\$6,150

**Form 671
Petty Cash
Account**

This report must be rendered weekly in triplicate; the original after being approved by the Manager, must be forwarded to the Home Office with all vouchers and documents supporting the expenditures listed thereon. The duplicate is forwarded to the Division Manager and the triplicate remains at the Branch and becomes their permanent record.

Every petty cash expenditure must be represented by a petty cash voucher signed by the party to whom such money has been paid and authorized by the branch manager. These vouchers should be numbered consecutively and so entered upon this report in the column headed "PAID OUT." At the end of the week these expenditures should be footed, the balance on hand entered in the space provided for that purpose and the total of expenditures and balance on hand should equal the amount of the contingent fund at Branch.

In the column headed "RECEIVED" you must enter the balance brought forward from the previous week. The only other entry appearing in this column will be the disbursement check received weekly from the Home Office and as this check covers disbursements for the previous week the total in this column also will represent the amount of the Branch contingent fund.

The column headed "DISTRIBUTION" is not to be filled in by the branch cashier and is for use of the Home Office only.

In the lower right hand corner of this report is a space headed "TO BE FILLED IN BY BRANCH OFFICE." Printing in this space clearly defines the required information. On the first line must be entered the total amount of disbursements for the current week. This will agree with your total disbursements as shown in the column headed "PAID OUT."

Under the heading "ANALYSIS OF BALANCE" you enter first, cash in office; second, cash advances, if any, and third, cash in bank. The total of these three should, of course, agree with the balance as shown in the first column and which must be carried forward to the following week's report.

When complete, the three money columns on this report must agree, each representing the branch contingent fund. In cases where it is impossible to obtain a receipt for money expended, or where payment has been made by check, it is important that the cashier enter upon the voucher representing such disbursement, the number of the check issued in payment. Except in cases where purchases are made for cash it is also necessary that purchase order accompany the vouchers and cash report when forwarding same to the Home Office.

Form 670
Application of
Deposits

This Form is issued in triplicate and must be used in all cases where a Branch desires to apply deposits on service contracts to current invoices. Enter upon same the number and location of your Branch, the date of issue, number of credit memo representing the deposit, amount, name and address of exhibitor, number of contract, number of invoice and amount, as well as any other remarks which may be of importance.

This Form is next forwarded to your Division Manager who will approve same and forward to the home office for auditing approval, following which they will be sent to the branch for abstraction.

Copies No. 1 and No. 2 will be attached to copies No. 4 and No. 5 of the invoice to which such deposit has been applied, listed on the abstract of collections in the column headed "DEPOSITS AND OVERPAYMENTS APPLIED" and forwarded with the abstract of collections to the Home Office.

Copy No. 3 must be attached to the No. 6 copy of credit memo representing the deposit on service contract, and the No. 6 copy of the invoice to which such deposit has been applied.

It is important to endorse all applications of deposits on No. 4, No. 5 and No. 6 copies of the invoice affected stating "DEPOSIT ON SERVICE CONTRACT APPLIED," the date and amount. This should be done as when papers become separated in the file it requires a great deal of time and energy to locate this information on the records, whereas, by noting such information on your documents at the time of application you will avoid all unnecessary confusion.

**Form 113½
Credit Memo**

This Form is to be used whenever an exhibitor is entitled to credit either because of advertising matter returned, error in billing, failure of a print to arrive, or some other grievance. It is important to show on each "CREDIT MEMORANDUM" the number of the invoice affected, the feature entitled to this credit, the proper distribution of revenue on the coupon and all other information called for on this form. The Division Manager's approval must appear on all "CREDIT MEMOS" before reporting same to the "HOME OFFICE." When this approval has been secured the following procedure is in order.

Copy No. 1 after detaching coupon should be destroyed. Copy No. 2 and No. 3 should be listed on the abstract of collections showing the number of the invoice affected and the number of the credit memo in the columns provided for that purpose and forwarded to the Home Office. The amount of the credit should be entered in the column headed "ALLOWANCES CREDIT MEMOS."

Copy No. 6 and the coupon should be attached to copies No. 4, No. 5 and No. 6 of the invoice and placed in the active file. If the application of this credit completely settles the invoice, copies four and five of same should be forwarded to the Home Office with the coupon of the credit memos, in which case copy No. 6 of the invoice and copy No. 6 of the credit memo should be placed in the inactive file. In applying a credit memo to an invoice the number of credit memo as well as the date and amount of the same should be entered on copies No. 4, No. 5 and No. 6 of the invoice. This precaution should be taken to avoid any possibility of confusion should these papers become separated.

**Branch Ex-
change Pur-
chase Order**

This Form is issued in triplicate and will be used whenever a Branch Office desires to make a purchase. These purchases will be principally office supplies, wrapping paper, twine, poster mounting and such articles as are not supplied by the Home Office.

Copy No. 1 is mailed to the creditor, who will fill out the coupon and return same to the Branch properly signed acknowledging receipt of the order and specifying date of delivery.

Copy No. 2 is the Auditor's copy and must be forwarded to the Auditor immediately on receipt of goods.

Copy No. 3 is the Branch Office copy and should be attached to the Branch copy of the invoice rendered covering this purchase. This copy is to be retained by the Branch and filed with the receipted invoice in the file provided for that purpose.

**Form 607
Perpetual
Inventory
Record of
Advertising
Matter**

Use one of these sheets for each feature, entering the name of the feature and its official number at the top of the page. This number should coincide with the number used in perforating your films and also with the number of the shelf or bin in which the advertising matter of this feature is carried. Arrange the pages of this book numerically, using the number of the feature as the page in the book.

On the first line will be entered the inventory of heralds, lithos, cards, mounted paper, photos, cuts and slides in red ink. All receipts of advertising matter as represented by shipping notices will also be entered in red ink, showing the date these goods are received and the quantity. All sales of advertising matter such as heralds, cards, lithos, etc., should be shown in black ink, using the advertising shipping slips as a basis of entry.

Advertising matter furnished to an exhibitor for lobby display, and which

is to be returned, should not be entered in this book. Such lobby displays which have not been returned will be represented in your return file by No. 5 copies of advertising return tickets and must at all times be considered as stock on hand. The total of all red ink entries reduced by the total of the entries in black ink should represent the quantity of advertising matter on the shelves. These figures should be verified quarterly and reported to the Home Office as called for.

Report monthly all paper which has been destroyed in use or which is considered no longer serviceable. This should be listed on Form 605, copy of which is forwarded to the Home Office for permission to take credit for same. Upon receipt of approval from the Home Office credit should be taken for this stock on Form 607 by making an entry in black ink, using the caption "CONDEMNED PAPER," to distinguish it from all other entries.

This record is the shipping clerk's "best friend," as it will tell him when to order additional advertising, by advising him at all times of the stock on hand, the quantities delivered during any previous period and the quantities received. All of this will assist him in keeping his shelves sufficiently supplied to anticipate the wants of our exhibitors.

Form 108
In and Out
Book of Films

Use one sheet for each feature, entering at the top of the page the name of the feature and its official number. Arrange these forms numerically in your binder, as in this manner the number of the feature will become the number of the page in your binder, and will coincide with the arrangement of the films in the vault. Enter in this book all deliveries of films to an exhibitor whether from the Branch or another exhibitor. These entries should be made from the film shipping slip in the following manner:

On shipping date enter "DATE OF SHIPMENT" in the first column; "EXHIBITOR'S NAME" in the second column; "ADDRESS" in the third column, and the "PLAY DATE" in the column headed "NUMBER OF DAYS USED."

When a film is returned from an exhibitor the return date must be entered in the column provided for that purpose. As this entry is made from your "FILM RETURN TICKET," which also is the inspector's report, the date of inspection and condition of print should also be entered in their respective columns. When a print is shipped directly from one exhibitor to another this fact should be shown in the entry by using the words "DIRECT SHIPMENT" instead of the inspection date and condition of print.

The column headed "AMOUNT EARNED" may be disregarded as this information is derived from another source.

Form 104
Shipping
Notice

This Form is issued by the Home Office on all shipments of advertising matter, films and property of every description to the Branch.

No. 2 copy is forwarded to the Branch as soon as issued and should be filed numerically by shipping clerk. On receipt of goods shipping clerk will find a No. 3 copy of this Form enclosed in package, against which he should immediately check the contents. He must now remove the No. 2 copy from his file, acknowledge receipt of goods thereon, placing date, contents, transportation charges and his signature in the spaces reserved for this purpose and return same to the Home Office.

Copy No. 3 becomes the receiving record of the Branch and should be retained in their files.

Form 679
Exchange
Shipping
Notice

This form contains four copies and is to be used in all cases where property of any description is transferred from one exchange to another, or to the Home Office, and is not covered by Combination Form No. 105-106.

Copy No. 1 is to be approved by the branch manager and attached to copy No. 4, which will be returned to him by shipping clerk after shipment has been made, at which time both copies will be placed in the files, becoming the branch record.

Copy No. 2 is the packing slip and should be placed in the package at time of shipment. The receiving exchange will check the receipt of goods against copy No. 2, acknowledge receipt on same and forward it to the Home Office after making the proper entries on their property books.

Copy No. 3 is the exchange shipping advice and must be mailed to the Home Office at time of shipment.

Copy No. 4 should be used as the basis of entry by the shipping clerk in recording this transaction on his property books (Forms 607 or 108) and give to the manager, who will attach same to copy No. 1 and retain in the branch files.

Form 118
Requisition

Whenever an exchange desires to replenish their stock of advertising matter, or draw on the Home Office for any supplies, this Form is in order. It is not to be used, however, in purchases of stationery or supplies by the Branch, in which case you must use the exchange purchase order.

The requisition should state plainly the date, number, name of branch, and date on which the goods covered by such requisition will be required. This Form must then be signed by the party issuing same and approved by the branch manager.

Sample Forms

WEEKLY BRANCH REPORT

Week Ending October 16, 1915

Atlanta

Branch #12

Sale \$2750.00

Outstanding Acct's \$516.10

Collections \$2752.50

Disbursements \$368.90

ADVANCE BOOKINGS BY SALESMAN

James Doe	\$1876.40
Frank Zinn	2780.00
J. B. Hearney	3745.50

COLLECTIONS BY SALESMAN

	Contract	Wildcat
James Doe	\$900.00	\$225.00
Frank Zinn	740.00	128.00
J. B. Hearney	660.00	99.50
Total	\$2300.00	\$452.50

ITEMIZED SALES & RENTALS

City	Theatre	Feature	Date	Film Price	Total Price
C o n t r a c t					
Rome, Ga.	Bonita	Bridges	Oct. 4	\$15.00	\$20.00
Columbia, S.C.	Grand	Imposter	" 4	20.00	23.90
Tampa, Fla.	Pastime	Old Dutch	" 5	15.00	17.50
Thomasville, Ga.	Arcadia	Master Hand	" 5	20.00	25.75
W i l d c a t					
Miami, Fla.	Strand	5th Command.	" 3	\$15.00	
Lindale, Ga.	Lyric	Mrs. Wiggs	" 4		
Barnell, S.C.	Frolic	Pit			

Form 1 1/2 D W. P.

Weekly Branch Report Continued

ITEMIZED SALES & RENTALS				Film Price	Total Price
City	Theatre	Feature	Date		
Decatur, S. C.	Globe	Lola	Oct. 5	\$15.00	\$20.00
Canton, Ga.	Grand	Evidence	Oct. 5	\$20.00	\$25.00

UNSERVED PROSPECT LIST

FORM 70

FOR WEEK
ENDING

Oct. 15

DIVISION Western

BRANCH

Salt Lake.

POPULATION	CITY AND STATE	THEATRE	MANAGER	REMARKS
CITIES OVER 10,000.				
100000	Salt Lake, Utah	American	H. A. Sims	
		Rex	" " "	
		Liberty	" " "	
		Broadway	M. H. Hanauer	
14000	Murray, "	Iris	J. W. Johnston	
		Happy Hour	J. S. Barlow	
22000	Midvale "	Elysium	J. S. Brown	
14500	Bingham "	Princess	R. H. Jones	
32964	Lehi, "	Royal	S. I. Goodwin	
		O. House	G. P. Garff	
14000	Amer. Fork, "	Orient	C. G. Purrington	
13000	Pleasant Grove	O. House	W. E. Clark	
28925	Provo, Utah	Ellen	Epperson Bros.	
		Princess	A. L. Stallings	
		Columbia	J. B. Ashton	
32000	Heber, "	Ideal	J. H. Miller	
23356	Springville "	Star	Clifton Pierce	
13464	Spanish Fork "	Angelus	I. Swenson	
14693	Salem, "	Salem	Andrew Peterson	
12397	Payson, "	Gayety	G. H. Done	
23416	Eureka, "	Star	E. J. Rhoad	

Cities from 5,000 to 10,000.

6500	Mammoth, Utah	Photoplay	Magee & McIntyre
7645	Silver City "	O. House	S. J. Hassel
5964	Nephi, Utah	O. House	E. F. Birch
7955	Moroni, "	Venice	V. W. Foote
5900	Manti, "	Kozy	Bradley
7507	Gunnison, "	O. House	Stringham
		Cast	gins

Form 5-D

City Great Falls, Mont. Theatre World

Pop. 13,943

No. theatres 3 Mgr. F. B. Keene

Price Spec. 3 Seats 600

Price A \$25.00 Admission 2

Opposition Isis Theatre No. days run 2



GROUPED PROSPECT LIST

ROUTE #1

BRANCH Salt Lake City.

STATE Utah.

	CITY AND STATE	POP'N	THEATRE	MANAGER	SEATS	REPORT
W	Salt Lake, Utah	100000	American Liberty	H. A. Sims	3000 1200	Expect to get contract here shortly
W	" " "	"	Broadway	M. H. Hanauer	700	This man is worked by the manager.
	Murray, Utah.	4000	Iris	J. W. Johnson	250	They always call at this office.
	" " "	"	Happy Hour	J. S. Barlow	199	" " " " " "
	Midvale, "	2000	Elysum	J. S. Brown	225	Work from this office.
	Bingham "	4500	Princess	Jimason & Jones	200	Running Universal Clark called 8/25/15.
			Trip made by Nehls and Gilmore.			
	Lehi, Utah.	2964	Royal	S. I. Goodwin	645	8/28 Using Mutual and Paramount
X	" " "	"	Opera House	G. P. Garff	300	8/28 Using Universal, prospects good
W	American Fork "	4000	Orient	C. G. Purrington	400	10/4 Booked six wildcats (weekly)
	Pleasant Grove	3000	Opera House	W. E. Clark	350	8/28 Runs two days a week regular program
	Provo, Utah	8925	Ellen	Epperson Bros.	400	Good prospect Already ran World Film
	" " "	"	Princess	A. L. Stallings	550	General program only, no features
X	" " "	"	Columbia	J. B. Ashton	1300	Poor chance here (Ashton is vice president Notable)
	Heber, Utah.	2000	Ideal	J. H. Miller	400	8/16-19 Good prospect Already run World.
	Springville, "	3356	Star	Clifton Pierce	400	10/4 Good prospect Already run World.
	Spanish Fork "	3464	Angelus	I Swenson	400	10/3 Expect to sign this man very shortly.
	Salem, Utah.	693	Salem	Andrew Peterson	243	Wildcat prospect only.
C.	Payson, Utah.	2397	Gayety	G. H. Done	700	10/3 Signed Shubert & Brady contract starts 10/17
	Eureka, Utah.	3416	Star	E. J. Rhoad	500	6/24 Possible prospect
	Mammoth, Utah	1000	Photoplay	Magee & McIntyre	350	6/25 Used third circuit. Possible prospect.
	" " "	"	Opera House	S. J. Hassel	500	6/25 This house closed part of time
	Silver City "	200	" "	E. F. Birch	150	Never did business Very small town.
C	Nephi, Utah	3500	Venice	V. M. Foote	700	9/2 Doing business now on contract.
	Moroni, Utah.	1200	Kozy	Edgar Bradley	350	8/19 Only business done here has been wild cat
C	Ephraim, Utah.	2297	Mozart	E. S. Madsen	400	8/26 Signed up on S & B Contract
	Manti, Utah	3000	Opera House	C. M. Stringham	700	9/27 Very good prospect (Hammer)
	Gunnison, Utah	1200	Casino	Mr. Duggins	400	9/28 Possible prospect Follow up.

Salesman's Advance Route Sheet.

FORM 4 D

SALESMAN John Jones

DATE

START May 6

DATE

END May 15

BRANCH Denver

ROUTE Narrow Gauge

DATE	CITY THEATRE ADDRESS	INSTRUCTIONS
5/7	Pueblo, Colo. Princess Theatre G. W. Thompson Colonial-Foster Bros. Maze - R. W. Jenkins	Great opportunity here for placing second run However, must be same price of admission as Princess Theatre. Foster Bros. Colonial Theatre, have written twice as per attached letters, price to be \$15. In the event you are unable to place our Shubert service, see what can be done on Class B subject such as "Rip Van Winkle", "The Adventures of a Boy Scout."
5/8	Salida, Colo. Empress, F. R. Kelley. Photoplay - F. R. Kelley.	Call on F. R. Kelley of the Empress and Photo- play Theatres. On many previous occasions have salesmen been to call on Mr. Kelley and he has been written many times, but at the present we have not succeeded in doing business with him, other than a few wildcat selections and if we have to wildcat Price \$100 - 2 days.
5/9	Buena	

FORM 2-D W. P.

WORLD FILM CORPORATION DAILY SALESMAN'S REPORT

CITY Pueblo, Colo. POP. 40,000 No. THEATRES 8 Oct. 10 1911
 Theatre Princess Mgr. J. R. Brown Seats 1000 Adm. 5-10¢ Price \$100 - 2 days.
 Quoted

Signed 52 week contract starting with Dollar Mark, Nov. 1st.

Theatre Colonial Mgr. Doe Bros. Seats 600 Adm. 5-10¢ Price \$70 - 2days
 Quoted Second run.

Wm. Doe out of town and brother John would take no action without
 consulting him. Does't think he could afford to hurt reputation
 of his house by playing second run, but I convinced him that with
 Princess only playing two days on our strong features, mouth to mouth
 advertising would help him more than first run. Is in very receptive
 mood and should be written next Tuesday when his brother is expected
 home.

Theatre Grand Mgr. R. S. Glove Seats 450 Adm. 5¢ Price \$25 - 1 day
 Quoted Class B

Glove wants contract, but cannot serve him as he only charges 5 cents.
 Is in cheap neighborhood and convinced him our old features would
 prove just as profitable to him. Booked him ten, Class B, one every
 Tuesday night starting Oct. 23rd.





HOME OFFICE COPY

Branch New York
 Exhibitor Rex Amusement Co.
 City and State Albany, N. Y.
 Theatre Rex
 Contract No. A-450
 No. weeks 52
 Commences Oct. 1st, 1915
 Days per week 3
 Price per D 300
 Third run run
 Equitable Contract

This Copy to be sent to Division Manager.
 Date October 21, 1915.

Minneapolis. Branch

CANCELLATION NOTICE OF WORLD CONTRACT

NAME OF EXHIBITOR Altman & Jones.
 THEATRE Globe.
 CITY AND STATE St. Paul, Minn.
 CONTRACT No. E-205
 Was 30 days written CANCELLATION NOTICE GIVEN? Yes.
 DATE OF EXHIBITOR'S CANCELLATION NOTICE Oct. 18th, 1915
 PROSPECTS OF RE-INSTATING or obtaining
 new contract in place of same

Negotiating with new owners and expect to
 sign up new contract in a few days.

below giving complete details.
 formerly held with
 was cancelled.

EXCHANGE N. Y. City
 Name of Owner World Theatre Co.
 Address 130 West 46th St. City N. Y. City
 Service to begin Oct. 15, 1915 End Oct. 15, 1916
 Express Express Ship Film Week
 Brief of Contract No. AA #65
 Theatre World Theatre
 State N. Y.
 Film Rental \$ 30.00
 Lobby Display Rental \$
 Advertising Sold Return Date

FUTURE DAYS	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
							X

ADVERTISING MATTER

IMPRINT

PAPER	UNMOUNTED	MOUNTED
	3	Press matter
1 Sheets	1	
3 "		
6 "		
24 "		
Streamers		

Frames Cards
 Heralds 1000 Photos 1 set
 Slide 1 Cuts
 Post Cards

Salesman Carter.



FILM RETURN SLIP WORLD FILM CORPORATION 207 SO. WABASH AVE. CHICAGO, ILL.

No. H-1062

No. H-1062

SHIP FEATURE THE PIT

ON CONTRACT No. H-65
INVOICE NO. H-13670

PLAY DATE 9/25

Smith

9/25-15

ADVERTISING

DAY Sat. DATE 9/18 TIME A.M.

DAY Fri. DATE 9/24 TIME A.M.

TO A. B. Robinson & Co.

ADDRESS Orpheum Theatre

VIA Adams Exp.

ADVERTISING RETURN SLIP

No. H-1062

No. H-1062

Form 105-106

WORLD FILM CORPORATION 207 SO. WABASH AVE. CHICAGO, ILL.

ON CONTRACT No. H-65
INVOICE NO. H-13670

PLAY DATE 9/25

SALESMAN Smith

PLAY DATE 9/25-15

SHIP FEATURE THE PIT

ON CONTRACT No. H-65
INVOICE NO. H-13670

PLAY DATE 9/25

FEATURE THE PIT

FILM RENT \$45.00

ADVT RENT 5.00

TOTAL RENT 50.00

ADVERTISING

DAY Sat. DATE 9/18 TIME A.M.

DAY Fri. DATE 9/24 TIME A.M.

TO Robinson & Co.

ADDRESS Theatre

VIA Adams Exp.

FILM PACKING SLIP WORLD FILM CORPORATION 207 SO. WABASH AVE. CHICAGO, ILL.

No. H-1062

No. H-1062

SHIP FEATURE THE PIT

ON CONTRACT No. H-65
INVOICE NO. H-13670

PLAY DATE 9/25

Smith

9/25-15

ADVERTISING

DAY Sat. DATE 9/18 TIME A.M.

DAY Fri. DATE 9/24 TIME A.M.

TO A. B. Robinson & Co.

ADDRESS Orpheum Theatre

VIA Adams Exp.

A/C No. R-10

TOWN Milwaukee

RETURN DATE ADV 9/27

RETURN DATE FILM 9/27

THE PIT

Form 105-106

FILM SHIPPING SLIP

No. H-1062

No. H-1062

WORLD FILM CORPORATION 207 SO. WABASH AVE. CHICAGO, ILL.

ON CONTRACT No. H-65
INVOICE NO. H-13670

SALESMAN Smith

PLAY DATE 9/25-15

FEATURE THE PIT

FILM RENT \$45.00

ADVT RENT 5.00

SHIP FEATURE THE PIT

ADVERTISING

DAY Sat. DATE 9/18 TIME A.M.

DAY Fri. DATE 9/24 TIME A.M.

TO A. B. Robinson & Co.

ADDRESS Orpheum Theatre

VIA Adams Exp.

A/C No. R-10

TOWN Milwaukee

RETURN DATE ADV 9/27

RETURN DATE FILM 9/27

QUANTITY RENTED	ARTICLE	QUANTITY SHIPPED	QUANTITY RETURNED	QUANTITY SOLD	ARTICLE	QUANTITY SHIPPED	PRICE
5	3 S Mtd	5		10	S		
3	6 S Mtd	3					
8	8x10 Phot						

ADVERTISING PACKING SLIP

No. H-1062

No. H-1062

WORLD FILM CORPORATION 207 SO. WABASH AVE. CHICAGO, ILL.

ON CONTRACT No. H-65
INVOICE NO. H-13670

PLAY DATE 9/25

Smith

9/25/15

THE PIT

\$45.00

5.00

Form 105-106

SHIP FEATURE THE PIT

ADVERTISING

DAY Sat. DATE 9/18 TIME A.M.

DAY Fri. DATE 9/24 TIME A.M.

TO Robinson & Co.

ADDRESS Theatre

VIA Adams Exp.

A/C No. R-10

TOWN Milwaukee

RETURN DATE ADV 9/27

RETURN DATE FILM 9/27

Form 105-106

ADVERTISING SHIPPING SLIP

No. H-1062

No. H-1062

WORLD FILM CORPORATION 207 SO. WABASH AVE. CHICAGO, ILL.

ON CONTRACT No. H-65
INVOICE NO. H-13670

PLAY DATE 9/25

SALESMAN Smith

PLAY DATE 9/25-15

FEATURE THE PIT

FILM RENT \$45.00

ADVT RENT 5.00

TOTAL RENT 50.00

ADVT SOLO 7.74

TOTAL ADV 12.74

TOTAL INVOICE 57.74

CANCELLED

POSTPONED

SHIP FEATURE THE PIT

ADVERTISING

DAY Sat. DATE 9/18 TIME A.M.

DAY Fri. DATE 9/24 TIME A.M.

TO A. B. Robinson & Co.

ADDRESS Orpheum Theatre

VIA Adams Exp.

A/C No. R-10

TOWN Milwaukee

RETURN DATE ADV 9/27

RETURN DATE FILM 9/27

QUANTITY RENTED	ARTICLE	QUANTITY SHIPPED	QUANTITY RETURNED	QUANTITY SOLD	ARTICLE	QUANTITY SHIPPED	PRICE
5	3 S Mtd	5		10	1 S		@ 7¢
3	6 S Mtd	3		4	6 S		@ 42¢
8	8x10 Phot	8		2	24 S		@ 1.68
4	22x28 "	4		4000	Heralds		@ 2.00
1	1 Col Cut	1					
1	2 Col Cut	1					
3	slides	1					
1	set. Press	0					

SEE REVERSE SIDE FOR FURTHER DETAILS



WORLD FILM CORPORATION
NEW YORK, N. Y.
 130 WEST 46TH STREET
 TEL. CONNECTION

NAME **J. ROBERTS**
 ADDRESS **130 TREMONT AVE. NEW YORK**
 THEATRE **CROTONA**
 DATE **OCT. 2, 1915.**

INVOICE **A 5236**
 CONTRACT NO. **220**
 SALESMAN **WALDER**
 ACCOUNT NO. **R-2**
 SLIP NO. **13**

NOTE: RETAIN BY BRANCH—FILE AS A LEDGER IN CURRENT ACCOUNTS, WHEN PAID REMOVE AND FILE IN INACTIVE ACCOUNTS.

TO RENTAL FEATURE— 2 KING	TO PLAY OCT. 2	20	00						
TO SALES, EXTRA									
1,000 SHEETS									
10 HERALDS									
10 CARDS									

DISTRIBUTION	TOTAL
FILM RENT	15 00
ADVTSG RENT	5 00
TOTAL RENT	20 00
ADVTSG SOLD	2 50
	7 50

TO RENTAL FEATURE—**WORLD FILM CORPORATION**
NEW YORK, N. Y.
 130 WEST 46TH STREET
 TEL. CONNECTION

NAME **J. ROBERTS**
 ADDRESS **130 TREMONT AVE. NEW YORK**
 THEATRE **CROTONA**
 DATE **OCT. 2, 1915.**

INVOICE **A 5236**
 CONTRACT NO. **220**
 SALESMAN **WALDER**
 ACCOUNT NO. **R-2**
 SLIP NO. **13**

NOTE: MAIL TO AUDITOR WHEN INVOICE IS PAID IN FULL.

TO RENTAL FEATURE— DANCER & KING	TO PLAY OCT. 2	20	00						
TO SALES, EXTRA ADVERTISING									
1,000 SHEETS LITHOS									
10 HERALDS									
10 CARDS									

INVOICE **A 5236**
 CONTRACT NO. **220**
 SALESMAN **WALDER**
 ACCOUNT NO. **R-2**
 SLIP NO. **13**

DISTRIBUTION	TOTAL
FILM RENT	15 00
ADVTSG RENT	5 00
TOTAL RENT	20 00
ADVTSG SOLD	2 50
	7 50
	22 50

FORM 113 M. & CO. 20M-2-18
WORLD FILM CORPORATION
NEW YORK, N. Y.
 130 WEST 46TH STREET
 TEL. CONNECTION

NAME **J. ROBERTS**
 ADDRESS **130 TREMONT AVE. NEW YORK**
 THEATRE **CROTONA**
 DATE **OCT. 2, 1915.**

NOTE: MAIL TO AUDITOR WHEN INVOICE IS PAID IN FULL.

TO RENTAL FEATURE— DANCER & KING	TO PLAY OCT. 2	20	00						
TO SALES, EXTRA ADVERTISING									
1,000 SHEETS LITHOS									
10 HERALDS									
10 CARDS									

DISTRIBUTION	TOTAL
FILM RENT	15 00
ADVTSG RENT	5 00
TOTAL RENT	20 00
ADVTSG SOLD	2 50
	7 50

TO RENTAL FEATURE—**WORLD FILM CORPORATION**
NEW YORK, N. Y.
 130 WEST 46TH STREET
 TEL. CONNECTION

NAME **J. ROBERTS**
 ADDRESS **130 TREMONT AVE. NEW YORK**
 THEATRE **CROTONA**
 DATE **OCT. 2, 1915.**

INVOICE **A 5236**
 CONTRACT NO. **220**
 SALESMAN **WALDER**
 ACCOUNT NO. **R-2**
 SLIP NO. **13**

NOTE: MAIL TO AUDITOR ON DATE OF INVOICE.

TO RENTAL FEATURE— DANCER & KING	TO PLAY OCT. 2	20	00						
TO SALES, EXTRA ADVERTISING									
1,000 SHEETS LITHOS									
10 HERALDS									
10 CARDS									

DISTRIBUTION	TOTAL
FILM RENT	15 00
ADVTSG RENT	5 00
TOTAL RENT	20 00
ADVTSG SOLD	2 50
TOTAL ADVTG	7 50
	22 50

FORM 113 M. & CO. 20M-2-18
WORLD FILM CORPORATION
NEW YORK, N. Y.
 130 WEST 46TH STREET
 TEL. CONNECTION

NAME **J. ROBERTS**
 ADDRESS **130 TREMONT AVE. NEW YORK**
 THEATRE **CROTONA**
 DATE **OCT. 2, 1915**

INVOICE **A 5236**
 CONTRACT NO. **220**
 SALESMAN **WALDER**
 ACCOUNT NO. **R-2**
 SLIP NO. **13**

NOTE: MAIL TO AUDITOR ON DATE OF INVOICE

TO RENTAL FEATURE— DANCER & KING	TO PLAY OCT. 2	20	00						
TO SALES, EXTRA ADVERTISING									
1,000 SHEETS LITHOS									
10 HERALDS									
10 CARDS									

DISTRIBUTION	TOTAL
FILM RENT	15 00
ADVTSG RENT	5 00
TOTAL RENT	20 00
ADVTSG SOLD	2 50
TOTAL ADVTG	7 50
	22 50

FORM 113 M. & CO. 20M-2-18
WORLD FILM CORPORATION
NEW YORK, N. Y.
 130 WEST 46TH STREET
 TEL. CONNECTION

NAME **J. ROBERTS**
 ADDRESS **130 TREMONT AVE. NEW YORK**
 THEATRE **CROTONA**
 DATE **OCT. 2, 1915**

INVOICE **A 5236**
 CONTRACT NO. **220**
 SALESMAN **WALDER**
 ACCOUNT NO. **R-2**
 SLIP NO. **13**
 Detach & destroy

INVOICE **A 5236**

TO RENTAL FEATURE— DANCER & KING	TO PLAY OCT. 2	20	00						
TO SALES, EXTRA ADVERTISING									
1,000 SHEETS LITHOS									
10 HERALDS									
10 CARDS									

TERMS
 All checks and communications must be made to WORLD FILM CORPORATION and sent to local office from which service is rendered. Service must be paid for in advance. Payments must be made according to invoice. No partial payments accepted. We pay no express charges.

DISTRIBUTION	TOTAL
FILM RENT	15 00
ADVTSG RENT	5 00
TOTAL RENT	20 00
ADVTSG SOLD	2 50
TOTAL ADVTG	7 50
TOTAL INVOICE	22 50

1

PRICE	
2 00	
50	
TOTAL	22 50



WORLD FILM CORPORATION
 DAILY ABSTRACT OF COLLECTIONS

EXHIBITOR	FOR FEATURE OR WHAT	PLAY DATES	NUMBER		INVOICE	ON ACCOUNT OF INVOICES	RECEIPTS		CREDITS	
			CONTRACT	CR. MEMO.			OVERPAYMENT	DEPOSITS ON CONTRACTS	ALLOWANCES CR. MEMOS	DEPOSITS & SAVINGS PAID
S. JACOBS	J. VALENTINE	OCT. 2	160		5235	10 00				7 00
A. P. BOWEN	DEEP PURPLE	OCT. 2	115	F.P.	5235	22 50				
J. ROBERTS	DANCER&KING	OCT. 2	220		5236	25 00				
E. J. CRAY	COL. CARTER	OCT. 2	150		5238					
S. SILVER	JOAN OF ARC	OCT. 2	162	3684	5237				5 00	
WORLD FILM CORPORATION DAILY ABSTRACT OF INVOICES No. 110 2 and 3 ATTACHED HERETO, ASSORTED BY FEATURES AND RELEASE. MAIL DAILY IF NONE ENDORSE NONE. NEW YORK BRANCH SATURDAY OCT. 9. 1915										
	SALESMAN	FEATURE	PLAY DATES	NUMBER		AMOUNT				
				CONTRACT	ACCOUNT		INVOICE			
	SMITH	DEEP PURPLE	OCT. 2	115	B-4	5235	15 00			
	WALDER	DANCER&KING	OCT. 2	220	R-2	5236	22 50			
	COHEN	JOAN OF ARC	OCT. 2	162	S-6	5237	5 00			
	COHEN	COL. CARTER	OCT. 2	150	G-2	5238	28 00			
	SMITH	J. VALENTINE	OCT. 2	160	J-12	5239	37 00			
CHARGES TO-DAY							107 50			
TOTAL LAST REPORT							750 00			
CHARGES FOR WEEK							857 50			
DEPOSIT TO-DAY										
TOTAL LAST REPORT										
DEPOSITS FOR WEEK										
TOTAL TO-DAY							57 50			
TOTAL LAST REPORT							600 00			
TOTAL WEEK TO-DATE							657 50			



FORM 113 1/2 M. & CO. 12500
WORLD FILM CORPORATION
130 WEST 46TH STREET
NEW YORK, N. Y.
TEL. CONNECTION

NAME S. SILVER
ADDRESS 92 EAST 16TH ST. NEW YORK
THEATRE LIBERTY
DATE OCT. 9, 1915
INVOICE NO. 5237

CREDIT MEMO A 3684

SALESMAN COHEN
ACCOUNT NO. S-6
SLIP NO. 8

ENDORSE NO., DATE & AMOUNT HEREOF
ON COPIES 4, 5 & 6 OF INVOICE

BY REBATE JOAN OF ARC

BY MDSE. RET'D

SHEETS LITHOS.....15.....35.....65.....

HERALD

1/2 CARDS

TO PLAY OCT. 2

PRICE

DATE OCT. 2

5 00

DISTRIBUTION	TOTAL
FILM RENT	3 00
ADVTSG RENT	2 00
TOTAL RENT	5 00
ADVTSG RET'D	
TOTAL ADVTG	2 00
TOTAL CR. MEMO	5 00

FILM
FOR S

FORM 113 1/2 M. & CO. 12500
WORLD FILM CORPORATION
130 WEST 46TH STREET
NEW YORK, N. Y.
TEL CONNECTION

NAME S. SILVER
ADDRESS 92 EAST 16TH ST. NEW YORK
THEATRE LIBERTY
DATE OCT. 9, 1915
INVOICE NO. 5237

CREDIT MEMO A 3684

SALESMAN COHEN
ACCOUNT NO. S-6
SLIP NO. 8

BY REBATE JOAN OF ARC

BY MDSE. RET'D

SHEETS LITHOS.....15.....35.....65.....

HERALDS

1/2 CARDS

TO PLAY OCT. 2

PRICE

DATE OCT. 2

5 00

DISTRIBUTION	TOTAL
FILM RENT	3 00
TSQ RENT	2 00
L RENT	5 00
TSQ RET'D	
ADVTG	2 00
R. MEMO	5 00

FORM 113 1/2 M. & CO. 12500
WORLD FILM CORPORATION
130 WEST 46TH STREET
NEW YORK, N. Y.
TEL. CONNECTION

NAME S. SILVER
ADDRESS 92 EAST 16TH ST. NEW YORK
THEATRE LIBERTY
DATE OCT. 9, 1915
INVOICE NO. 5237

CREDIT MEMO A 3684

SALESMAN COHEN
ACCOUNT NO. S-6
SLIP NO. 8

BY REBATE JOAN OF ARC

BY MDSE. RET'D

SHEETS LITHOS.....15.....35.....65.....

HERALDS

1/2 CARDS

TO PLAY OCT. 2

PRICE

DATE OCT. 2

5 00

DISTRIBUTION	TOTAL
FILM RENT	3 00
ADVTSG RENT	2 00
TOTAL RENT	5 00
ADVTSG RET'D	
TOTAL ADVTG	2 00
TOTAL CR. MEMO	5 00

FILM A
FOR SE

FORM 113 1/2 M. & CO. 12500
WORLD FILM CORPORATION
130 WEST 46TH STREET
NEW YORK, N. Y.
TEL. CONNECTION

NAME S. SILVER
ADDRESS 92 EAST 16TH ST. NEW YORK
THEATRE LIBERTY
DATE OCT. 9, 1915
INVOICE NO. 5237

CREDIT MEMO A 3684

SALESMAN COHEN
ACCOUNT NO. S-6
SLIP NO. 8

BY REBATE JOAN OF ARC

BY MDSE. RET'D

SHEETS LITHOS.....15.....35.....65.....

HERALDS

1/2 CARDS

TO PLAY OCT. 2

PRICE

DATE OCT. 2

5 00

DISTRIBUTION	TOTAL
FILM RENT	3 00
ADVTSG RENT	2 00
TOTAL RENT	5 00
ADVTSG RET'D	
TOTAL ADVTG	2 00
TOTAL CR. MEMO	5 00

FILM ARRIVED TOO LATE
FOR SHOW



PART PAYMENT RECEIPT EQUITABLE MOTION PICTURES CORPORATION

Invoice No. _____

Invoice No. _____

Date OCT. 1, 1915.

Do not fail to give reason of partial payment on back of both the Branch and Home Office Copies.

BRANCH NEW YORKDATE OCT. 1, 1915.RECEIVED FROM S. JACOBSTHEATRE REXSTREET ADDRESS 122-3RD AVE.TOWN NEW YORK\$ 7.00

DISTRIBUTION	AMOUNT
TOTAL ADVERTISEMENT CHARGED	
PAID ON A/C	
BALANCE DUE	
FILM RENTAL CHARGED	
PAID ON A/C	
BALANCE DUE	

PAID ON A/C

BALANCE DUE

FILM RENTAL CHARGED

PAID ON A/C

BALANCE DUE

ATTACH THIS COUPDN TO YOUR INVOICE COPY 4

THE SUM OF SEVEN 00
OVERPAYMENT 100

FEATURE, ON OUR INVOICE OF

Equitable Motion Pictures Corporation

BY John DoeThis Copy sent to Exhibitor
COPY 1

NOTE: Do not show this amount against more than one invoice. Where more than one invoice is covered in partial payment make separate receipt for the amount applying on each invoice.

FORM NO. 121 12M-7-24-15

PART PAYMENT RECEIPT EQUITABLE MOTION PICTURES CORPORATION

Invoice No. _____

Invoice No. _____

Date OCT. 6, 1915

Do not fail to give reason of partial payment on back of both the Branch and Home Office Copies.

BRANCH NEW YORKDATE OCT. 6, 1915.RECEIVED FROM T. BROWNTHEATRE SIOXSTREET ADDRESS 131 E. 79th ST.TOWN NEW YORK\$ 25.00THE SUM OF TWENTY-FIVE 00
ADVANCE 100IN PART PAYMENT OF MAN OF HOURFEATURE, ON OUR INVOICE TO BE MADE

Equitable Motion Pictures Corporation

BY John DoeThis Copy sent to Exhibitor
COPY 1

NOTE: Do not show this amount against more than one invoice. Where more than one invoice is covered in partial payment make separate receipt for the amount applying on each invoice.

DISTRIBUTION	AMOUNT
TOTAL ADVERTISEMENT CHARGED	
PAID ON A/C	
BALANCE DUE	
FILM RENTAL CHARGED	
PAID ON A/C	
BALANCE DUE	

PAID ON A/C

BALANCE DUE

FILM RENTAL CHARGED

PAID ON A/C

BALANCE DUE

ATTACH THIS COUPDN TO YOUR INVOICE COPY 4

PART PAYMENT RECEIPT EQUITABLE MOTION PICTURES CORPORATION

Invoice No. 5229Invoice No. 5229Date OCT. 3, 1915

Do not fail to give reason of partial payment on back of both the Branch and Home Office Copies.

BRANCH NEW YORKDATE OCT. 3, 1915.RECEIVED FROM S. JACOBSSTREET ADDRESS 122-3RD AVE.THE SUM OF THIRTY 00IN PART PAYMENT OF J.V.BRANCH NEW YORKRECEIVED FROM S. JACOBSSTREET ADDRESS 122-3RD AVE.

THE SUM

PART PAYMENT RECEIPT EQUITABLE MOTION PICTURES CORPORATION

Invoice No. 5229Invoice No. 5229Date OCT. 3, 1915

Do not fail to give reason of partial payment on back of both the Branch and Home Office Copies.

PART PAYMENT RECEIPT EQUITABLE MOTION PICTURES CORPORATION

Invoice No. 5229Invoice No. 5229Date OCT. 3, 1915

Do not fail to give reason of partial payment on back of both the Branch and Home Office Copies.

BRANCH NEW YORKDATE OCT. 3, 1915.RECEIVED FROM S. JACOBSSTREET ADDRESS 122-3RD AVE.THE SUM OF THIRTY 00IN PART PAYMENT OF J.V.RECEIVED FROM S. JACOBSTHEATRE REXSTREET ADDRESS 122-3RD AVE.TOWN BRONX, NEW YORK\$ 30.00THE SUM OF THIRTY 00
100IN PART PAYMENT OF J. VALENTINE

FEATURE, ON OUR INVOICE OF

OCT. 2, 1915.

Equitable Motion Pictures Corporation

BY John DoeThis Copy sent to Exhibitor
COPY 1

NOTE: Do not show this amount against more than one invoice. Where more than one invoice is covered in partial payment make separate receipt for the amount applying on each invoice.

Invoice No. 5229Date OCT. 3, 1915

Do not fail to give reason of partial payment on back of both the Branch and Home Office Copies.

DISTRIBUTION	AMOUNT
TOTAL ADVERTISEMENT CHARGED	<u>7 00</u>
PAID ON A/C	<u>7 00</u>
BALANCE DUE	<u>30 00</u>
FILM RENTAL CHARGED	<u>23 00</u>
PAID ON A/C	<u>7 00</u>
BALANCE DUE	<u>7 00</u>

TOTAL ADVERTISEMENT CHARGED

PAID ON A/C

BALANCE DUE

FILM RENTAL CHARGED

PAID ON A/C

BALANCE DUE

ATTACH THIS COUPDN TO YOUR INVOICE COPY 4



WORLD FILM CORPORATION

LIST OF UNPAID INVOICES FROM ACTIVE FILE

MAIL TO AUDITOR EACH SATURDAY. RETAIN A COPY

NOTE

MANAGER MUST GIVE REASONS IN
REMARKS COLUMN FOR NON PAYMENT.
OR WHY NOT TRANSFERRED TO H/O OF
ALL ACCOUNTS OUTSTANDING MORE
THAN ONE WEEK

OFFICE No. 1 CITY NEW YORK STATE N.Y.

OUTSTANDING ACCOUNTS

ON October 2nd, 1915

DATE OF INVOICE	NAME OF CUSTOMER	THEATRE	CITY AND STATE	INVOICE NO.	TOTAL AMOUNT INV.	PARTIAL PAYMENT	BALANCE	REMARKS
8-16	O. Howe	Star	Newark, N.J.	7801	50.00		50.00	
9-5	A. R. Case	Olympic	Brooklyn, N.Y.	7964	75.00	45.00	30.00	
9-20	Howard & Knight	Adelphia	Jersey City, N.J.	8001	45.00	7.50	37.50	
9-25	M. Carson	Gaiety	New York, N.Y.	8015	100.00	75.00	25.00	
9-28	F. Jones	Home	New York, N.Y.	8030	25.00		25.00	
10-1	H. Brown	Empire	Bronx, N. Y.	8045	15.00	5.00	10.00	
					310.00	132.50	177.50	
		<u>OVERPAYMENTS</u>						
7-19	Colonial Amuse. Co.		New York, N.Y.			15.00		
9-10	A. B. Carson	Variety	Hoboken, N.J.			10.50		
9-3	F. J. Clark	Airdrome	Union Hill, N.J.			7.50		
		<u>Total Overpayments</u>					33.00	
		<u>ADVANCE PAYMENTS ON YEARLY CONTRACTS</u>						
7-5	Baylis & Carlin	Pleasure	New York, N.Y.	2580		100.00		
8-2	Central Circuit	" " "	" " "	2704		50.00		
9-1	Smith & Hughes	Alhambra	Hoboken, N.J.	2750		75.00		
		<u>Total Advance Payments</u>					225.00	



WORLD FILM CORPORATION EXPENSE ACCOUNT

G. R. Carey Salesman San Francisco BRANCH
(Name) (Position)

WEEK ENDING October 15th, 1915 APPROVED BY _____

	Sun.	Mon.	Tue.	Wed.	Thurs.	Fri.	Sat.	Total each item
HOTEL European American	1.00	1.00	1.00	1.00	1.00	1.00		5.00
MEALS	.50	1.50	1.50	1.50	1.50			6.50
CASH FARE			.60			.15		.75
SLEEPING CAR					.10			.10
STREET CAR	.05	.10	.05	.10				.30
TOTAL EACH DAY	1.55	3.20	2.55	2.60	2.65			12.55
MILEAGE USED	.46		.103		.48			

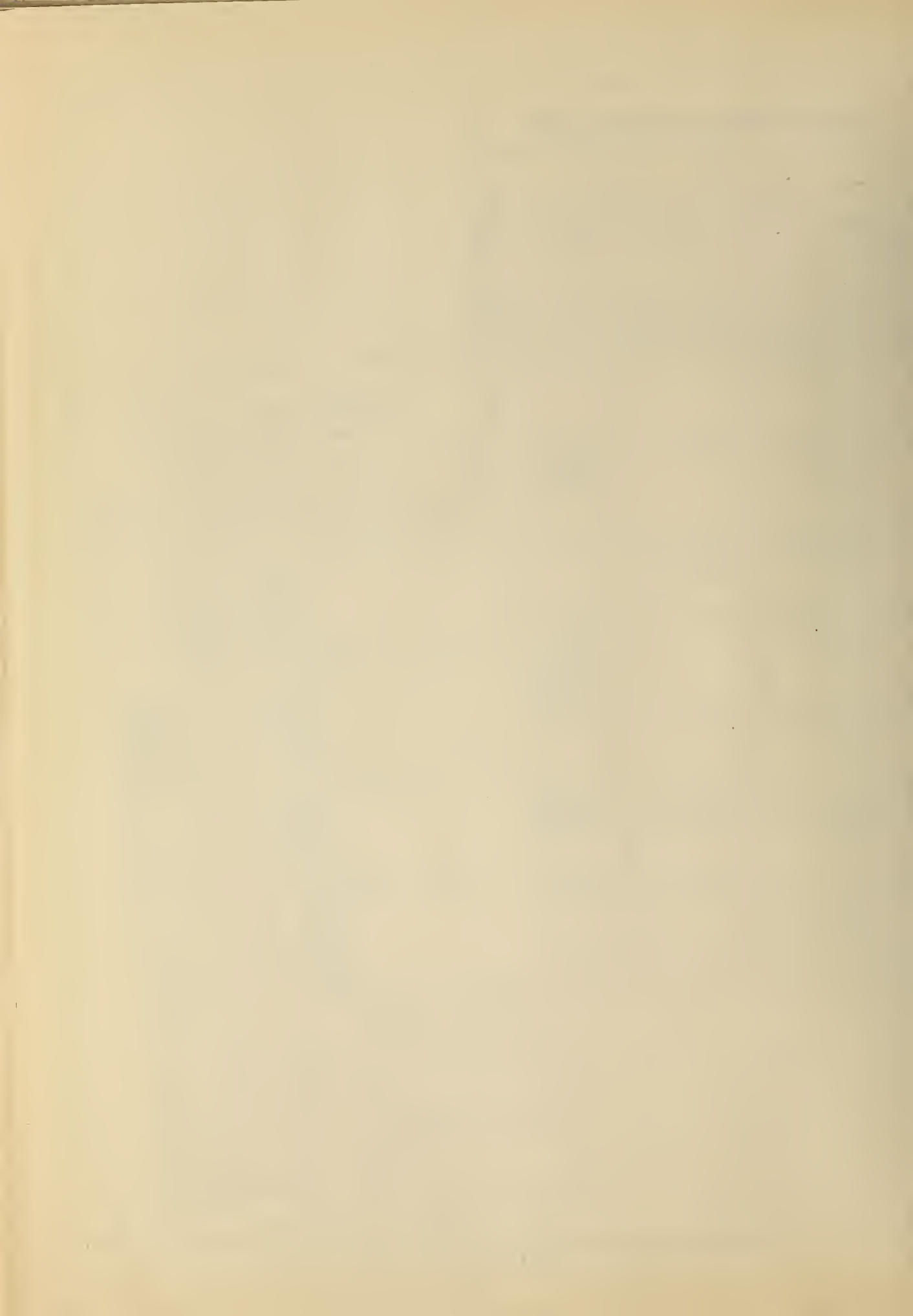
DETAILS Fill in all details and add columns both ways. Total will appear in heavy box in lower right hand corner of table. Always give name of hotel at which you stop.

HOTEL	CASH FARE	MILEAGE USED
AT San Francisco	From _____ To _____	From _____ To _____
SLEEPING CAR	From _____ To _____	From _____ To _____
FROM _____	From _____ To _____	From _____ To _____
TO _____	From _____ To _____	From _____ To _____
HOTEL Montgomery	CASH FARE	MILEAGE USED
AT San Jose	From _____ To _____	From San Fran To Redwood
SLEEPING CAR	From _____ To _____	From Redwood To San Jose
FROM _____	From _____ To _____	From _____ To _____
TO _____	From _____ To _____	From _____ To _____
HOTEL Montgomery	CASH FARE	MILEAGE USED
AT San Jose	From San Jose To Santa Clara	From _____ To _____
SLEEPING CAR	From Los Gatos To San Jose	From _____ To _____
FROM _____	From _____ To _____	From _____ To _____
TO _____	From _____ To _____	From _____ To _____
HOTEL St. George	CASH FARE	MILEAGE USED
AT Santa Cruze	From _____ To _____	From San Jose To Gilroy
SLEEPING CAR	From _____ To _____	From Gilroy To Hollister
FROM _____	From _____ To _____	From Hollister To Santa Cruz
TO _____	From _____ To _____	From _____ To _____
HOTEL St. George	CASH FARE	MILEAGE USED
AT Santa Cruze	From _____ To _____	From _____ To _____
SLEEPING CAR	From _____ To _____	From _____ To _____
FROM _____	From _____ To _____	From _____ To _____
TO _____	From _____ To _____	From _____ To _____
HOTEL Pacific Grove	CASH FARE	MILEAGE USED
AT Pacific Grove	From Monterey To Pacific Grove	From Santa Cruz To Monterey
SLEEPING CAR	From _____ To _____	From _____ To _____
FROM _____	From _____ To _____	From _____ To _____
TO _____	From _____ To _____	From _____ To _____
HOTEL _____	CASH FARE	MILEAGE USED
AT San Francisco	From _____ To _____	From _____ To _____
SLEEPING CAR	From _____ To _____	From _____ To _____
FROM _____	From _____ To _____	From _____ To _____
TO _____	From _____ To _____	From _____ To _____

Form 444

EXCHANGE CONTROL ACCOUNT
WORLD FILM CORPORATIONBranch New York Week ending October 2, 1915
(SEE REVERSE FOR INSTRUCTIONS)

Dr. Accts. Rec. brought forward from last week (Form 131)	DR.	CR.
Dr. Abstract of Inv. Form 648	1540 50	
Monday	140 00	
Tuesday	120 00	
Wednesday	75 00	
Thursday	95 00	
Friday	115 00	
Saturday	85 00	
Total for Week	630 00	
Cr. Receipts on Inv. (Form 649)		
Monday		450 00
Tuesday		550 00
Wednesday		285 00
Thursday		315 00
Friday		155 00
Saturday		70 00
Total for Week		1765 00
Cr. Credit Memos. (Form 649)		
Monday		73 00
Tuesday		
Wednesday		
Thursday		
Friday		55 00
Saturday		75 00
Total for Week		203 00
Cr. Depsts. & Ovrpymts Applied (Form 649)		
Monday		10 00
Tuesday		
Wednesday		
Thursday		5 00
Friday		
Saturday		10 00
Total for Week		35 00
Cr. Worthless A/Cs sent to.		
DATE _____ Legal Dept.		
Cr. Bal. A/C Receivable forward to next week (Form 131)		177 50
TOTALS	2170 50	2170 50





RECEIVED FROM WORLD FILM CORPORATION

Dallas Oct. 5th

1915

The sum of *Twenty five & no/100* Dollars
being amount advanced for contingent expenses for account of WORLD FILM CORPORATION.
This sum to be returned or accounted for by me with proper receipts on demand of the corporation.

\$25.00

APPROVED BY

R.B.S.

H.E. Jones
Salesman

WORLD FILM CORPORATION

Date *Aug 29th 1915*

Form 670-2M-C. & P.-3-15-15

St Louis

Branch

Sales Department: New York.
We wish to apply Deposits on contracts to invoices described below. Note reason, for applying Deposit, under remarks.

DEPOSIT			EXHIBITOR			REMARKS	INVOICE	
Date	Cr. No.	Amt.	Name	Address	No. of Contract		No.	Amt.
<i>8/27-14</i>	<i>369</i>	<i>100.00</i>	<i>Jos. Dixon</i>	<i>Jos. Dixon</i>	<i>1440</i>	<i>a/c Expiration</i>	<i>8671</i>	<i>50.00</i>
<i>"</i>	<i>"</i>	<i>"</i>	<i>"</i>	<i>"</i>	<i>"</i>	<i>"</i>	<i>8932</i>	<i>50.00</i>
<i>9/5-15</i>	<i>3261</i>	<i>50.00</i>	<i>R.E. Smith</i>	<i>Cairo</i>	<i>1360</i>	<i>a/c Cancelled by Corund</i>	<i>9862</i>	<i>50.00</i>

Detroit

Branch

WORLD FILM CORPORATION

Collection Department:

We enclose herewith copies four and five of the invoices described below which are sent you for attention. We attach, also, letter of advice explaining these accounts.

Date *October 1, 1915.*

Date	No. of Inv.	EXHIBITOR	Salesman	Feature	Amount of Invoice	Paid on a/c	Balance due on Invoice
<i>6/8/15</i>	<i>3805</i>	<i>R. A. Sims</i>	<i>White</i>	<i>The Pit</i>	<i>\$50.00</i>		
<i>7/10/15</i>	<i>4610</i>	<i>"</i>	<i>"</i>	<i>Other</i>	<i>50.00</i>	<i>\$25.00</i>	<i>\$25.00</i>
<i>7/25/15</i>	<i>5036</i>	<i>"</i>	<i>"</i>	<i>As Ye Sow</i>	<i>50.00</i>	<i>0</i>	<i>50.00</i>
<i>6/3/15</i>	<i>3250</i>	<i>J. P. Cohen</i>	<i>Sax</i>	<i>Gent. Miss</i>	<i>50.00</i>	<i>0</i>	<i>50.00</i>
						<i>27.50</i>	<i>22.50</i>



EXCHANGE COPY
BRANCH EXCHANGE PURCHASE ORDER
WORLD FILM CORPORATION

TO T. Brown & Co., DATE Oct. 22, 1915
ADDRESS 22 Webster Ave., N.Y.C. TERMS 60 days
KINDLY FURNISH THE FOLLOWING.
SHIP TO World Film Corp., Order No. 879
ADDRESS N.Y.C. SHIP VIA Ex. ~~PREPAID~~ COLLECT DATE REQUIRED 10/23

QUANTITY	DESCRIPTION	PRICE	AMOUNT

AUDITOR'S COPY
BRANCH EXCHANGE PURCHASE ORDER
WORLD FILM CORPORATION

TO T. Brown & Co., DATE Oct. 22, 1915
ADDRESS 22 Webster Ave., N.Y.C. TERMS 60 days
SHIP TO World Film Corp., Order No. 879
ADDRESS N.Y.C. SHIP VIA Ex. ~~PREPAID~~ COLLECT DATE REQUIRED 10/23

QUANTITY	DESCRIPTION	PRICE	AMOUNT

BRANCH EXCHANGE PURCHASE ORDER
WORLD FILM CORPORATION

TO T. Brown & Co., DATE Oct. 22, 1915
ADDRESS 22 Webster Ave. N.Y.C. TERMS 60 days
KINDLY FURNISH THE FOLLOWING:
SHIP TO World Film Corp. Order No. 879
ADDRESS N. Y. C. SHIP VIA Ex. ~~PREPAID~~ COLLECT DATE REQUIRED 10/23

QUANTITY	DESCRIPTION	PRICE	AMOUNT
10	Boxes #6 Carbon Paper	\$.60	Per Box

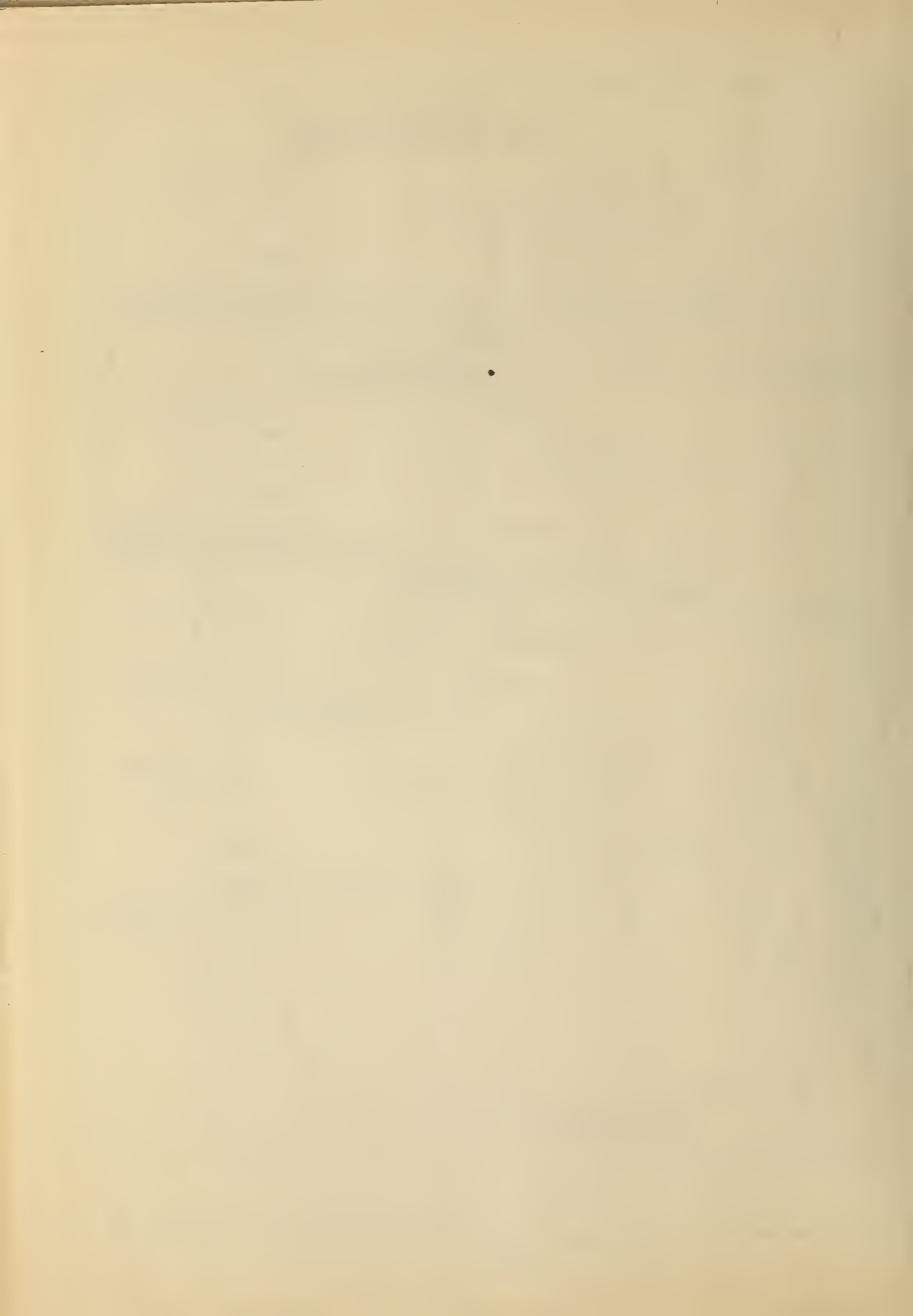
NOTE: A SEPARATE INVOICE IN DUPLICATE MUST BE RENDERED COVERING EACH ORDER AND BEARING OUR ORDER NUMBER. NO LOCAL BILLS WILL BE PAID UNLESS FURNISHED ON A NUMBERED ORDER

WORLD FILM CORPORATION.

BY _____

IMPORTANT Order No. 879
PLEASE FILL OUT THIS BLANK AND RETURN TO
WORLD FILM CORPORATION

WE ACKNOWLEDGE THIS ORDER AND WILL SHIP SAME TO New York City
FROM New York City NOT LATER THAN Oct. 25, 1915
SIGNED J. Brown & Co.
SHIPPING DATE MUST BE MENTIONED AND FROM WHERE SHIPMENT WILL BE MADE.



FEATURE Wildfire Print No. 1.

Form 108

FEATURE

Wildfire

Print NO. 1

OUT

Date Returned

Number of Day Used

INSPECTED

Amount Earned

Date	Sent to	Address	Date Returned	Number of Day Used	Date	Condition
1915		Brooklyn.	1/26	1	1/26	Good
1/24	Star Thea.		1/27	1	1/27	Good
1/26	Gem Thea.	Bronx	2/23	3	2/23	Good
2/20	Orpheum Thea.	Newark	3/12	1	3/12	Good
3/10	Rex Thea.	Albany	4/7	1	4/7	Fair
4/5	Opera House	New Haven	6/9	1	6/9	Fair
6/8	Pearl Thea.	Hartford	7/4		7/14	Poor
7/11	Boston Exchange					
8/15	Strand Thea.	Trenton				

FORM NO. 118-106 BOOKS
U. S. GO. 12-20-14

TERMS

REQUISITION
WORLD FILM CORPORATION
NEW YORK

ORDER NO. 223

REQS. NO. 10/15/15
DATE OF REQ. 10/15/15ISSUE ONE REQUISITION FOR EACH ITEM. DATE, NUMBER, STATE DATE REQUIRED, SIGN AND HAVE SAME OK.'D BY MGR.
KINDLY FURNISH THE FOLLOWING:

DATE REQUIRED

DATE ORDERED

SHIP VIA

ORDER FROM

Supply Department

SHIP TO

NAME World Film Corporation,
ADDRESS Washington, D.C.

NAME

Home Office.

NAME

50- 1 sheets - TRILBY

50- 3 " - "

50- 6 " - "

OK'D BY

Phas Brown Mgr.

ISSUED BY

John Gae



EXCHANGE SHIPPING RECORD

No. 23

WORLD FILM CORPORATION at Ind. Date 10/10/15

Shipping Clerk must check, sign and enter the property mentioned; if film, in Form 108; if other property, in Form 607.

To MANAGER:

I have shipped

Via Ex. PP.
Express, Freight

Authority Mr. W. W. Drum

Form 679

EXCHANGE SHIPPING ADVICE

No. 23

WORLD FILM CORPORATION at Ind. Date 10/10/15

This blank must be mailed to Property Clerk at New York on issuing order by Branch.

To PROPERTY CLERK:

We will ship articles below

Via Ex. PP.
Express, Freight

Authority

No. 23

Date 10/10/15

Oct. 22, 1915
Date

Chicago, Ills.

EXCHANGE PACKING SLIP**WORLD FILM CORPORATION** at Ind. Date 10/10/15

This blank must be packed in the parcel shipped. Receiving Clerk should turn this copy in to office.

To RECEIVING CLERK:

Check carefully articles below shipped

Oct. 22, 1915
Date

Chicago, Ills.

Via Ex. PP.
Express, Freight

Authority

EXCHANGE SHIPPING NOTICE

No. 23

WORLD FILM CORPORATION at Ind. Date 10/10/15

This blank must be made out for all movement of Film or property not covered by Shipping Slips Form 105 and 106 STATE PURPOSE OF SHIPMENT AFTER EACH ARTICLE.

To SHIPPING CLERK:

Ship articles below on Oct. 22/15

Date to be shipped

Via Ex. PP.
Express, Freight or MailCollect
Prepaid

To Chicago, Ills.

Authority Mr. W. W. Drum

25 3 sheets

Trilby

Note to
collect
much \$

1

Branch Manager



Form 104-G Bros. 10M-7-15-B 501

PHONE
BRYANT 4020

PACKING SLIP
FROM
WORLD FILM CORPORATION
130 WEST 46TH STREET
NEW YORK

Nº 22519

Req. No. 334

P. O. No. 14566

NOTE—THIS COPY MUST ACCOMPANY SHIPMENT. TO BE FILED BY BRANCH MANAGER AS HIS RECORD.

COLLECT
~~PREPAID~~

Date Oct.

To Nat

Address

EXCEPTION M

Form 104-G Bros. 10M-7-15-B 501

PHONE
BRYANT 4020

Via American

Ship to World Film Corporation,

West 46th St., N.Y.C.

IN OTHER THAN GOOD CONDITION

SHIPPING NOTICE
FROM
WORLD FILM CORPORATION
130 WEST 46TH STREET
NEW YORK

Nº 22519

Req. No. 334

P. O. No. 14566

BRANCH MANAGER MUST APPROVE THIS IMMEDIATELY ON RECEIPT OF GOODS AND RETURN

Date Oct. 21, 1915

To National Ptg. & Eng. Co.

Address

Form 104-G Bros. 10M-7-15-B 501

PHONE
BRYANT 4020

SHIPPING TICKET
FROM
WORLD FILM CORPORATION
130 WEST 46TH STREET
NEW YORK

Nº 22519

Req. No. 334

P. O. No. 14565

~~COLLECT~~
PREPAID

Date Oct. 21, 1915

Via American

To National Ptg. & Eng. Co.,

Ship to World Film Corporation,

Address New York City

Address 130 West 46th St., N.Y.C.

50-1 sheets * MAN OF THE HOUR
50-3 " " " " "
50-6 " " " " "

1

Date Rec

Issued by *John Doe*

THIS SLIP MUST BE RETURNED

Purchasing Agent
World Film Corporation
130 West 46th Street, N. Y. C.

Nº 22519

If unable to ship immediately or as instructed return this slip stating reasons and earliest possible date of shipment.

If shipped, how *American Exp* When *Oct 22, 1915*
Signed *National Ptg. & Eng. Co.*



DAILY LIBRARY REPORT.

WORLD FILM CORPORATION

DO NOT FAIL TO "MAIL TO HOME OFFICE DAILY" COMPLETE IN EVERY DETAIL

Branch No. 6 City Chattanooga Date October 16, 1915

TITLE	W. F. C. NO.	INV. NO.	TITLE	W. F. C. NO.	INV. NO.	TITLE	W. F. C. NO.	INV. NO.	TITLE	W. F. C. NO.	INV. NO.
2 Sephn	38	3113	Acmas the Pacific	74	74	The Fairy and the Wolf	110	74	Two for a Quarter P. & J.	146	
3 The Rag Picker of Paris	39	74	The Wabbling Ring	75	74	Rip Van Winkle	111	74	You Know Me Al, No. 1	147	
4 The Two Sargents	40	74	One of Millions	76	3435	Man of Iron	112		The Cub / Sound <i>W. F. C.</i>	148	
5 The Golden Cross	41	74	Lola	77	3435	\$5,000,000 Plot	113	3713	Colonel Carter of Cartersville	149	
6 Protea I	42	74	The Dancer and the King	78	74	The Fight	114	74	One Busy Day P. & J.	150	
7 The Last Days of Pompeii	43	3440	Seats of the Mighty	79	74	Woman and Wine	115	74	You Know Me Al, No. 2	151	
8 The Romance of an Outcast	44	74	Prince of Peace	80	74	Fifth Commandment	116	74	Marrying Money	152	
9 The Romance of an Outcast	45	74	The Marked Woman	81	74	Health by the Year	117	74	A Quiet Game P. & J.	153	
10 What the Gods Desire	46	74	As ye Sow / Sound <i>W. F. C.</i>	82		Dancing Beetle	118	74	You Know Me Al, No. 3	154	
11 The Heart of a Police Officer	47	74	The Wrong Flat	83	3533	Housekeeping Under Cover	119	74	You Know Me Al, No. 4	155	
12 Joan of Arc / Sound <i>W. F. C.</i>	48	74	The Pit	84	74	Magic Bottle	120	74	Mashers & Splashers P. & J.	156	
13 The Conspiracy	49	74	Your Girl and Mine	85	74	Opened by Mistake	121	74	Sunday	157	
14 The Triumph of an Emperor	50	74	Great Americans Past and Present	86	74	Sauce for the Gander	122	3751	Little Dutch Girl / Sound <i>W. F. C.</i>	158	
15 The Price of Treachery	51	3467	Mrs. Wiggle of the Cabbage Patch	87	3533	When it Strikes Home	123	74	You Know Me Al, No. 5	159	
16 The Master Criminal	52	74	The Deep Purple	88	74	The Boss	124	3713	Juggling the Truth P. & J.	160	
17 The Outlaw Refrains	53	74	New York and Its People	89	74	In Cliver P. & J.	125	74	The Master Head	161	
18 In Search of the Cutaways	54	74	The Base Ball Bug	90	74	The Stolen Voice	126	74	Lure of Woman	162	
19 The Brass Bottle	55	74	Mignon	91	74	The Moonstone	127	3742	The Cotton King	163	
20 Old Glory	56	3491	Famous Rulers of the World	92	74	Kentucky Derby	128	3824	You Know Me Al, No. 6	164	
21 The Kangaroo	57	74	Wildfire	93	3529	Beware of the Dog	129	74	You Know Me Al, No. 7	165	
22 The World, The Flesh and The Devil	58	74	Famous Men of Today	94	74	Ready Made Family	130	74	The Impostor	166	
23 Lights O' London	59	74	Daughter of the People	95	74	Two of the Finest	131	74	You Know Me Al, No. 8	167	
24 The Green Archer	60	74	Moony	96	3544	Something Just as Good	132	74	Evidence	168	
25 Uncle Tom's Cabin	61	74	Alma Jimmy Valentine	97	3605	Builder of Bridges / Sound <i>W. F. C.</i>	133	74	Ivory Snuff Box	169	
26 The Lure	62	3340	Old Dutch	98	74	Mike & Meyer's Delicateness	134	74	Flash of an Emerald	170	
27 Germania	63	74	What Happened to Jones	99	74	Two of the Bravest	135	74	Salvation Nell	171	
28 Jess of the Mountain Country	64	74	M'las	100	3629	Little Miss Brown	136	74	Little Mademoiselle	172	
29 Chimes	65	74	Arrival of Perpetua	101	74	Mike & Meyer's Children	137	3843	The Family Reunion <i>W. F. C.</i>	173	
30 Prince II	66	74	The Man Who Fought Himself	102	74	Mike & Meyer's Children	138	74	Heart of the Blue King	174	
31 Dollar Mark	67	3467	Hearts in Exile	103	3640	Mike & Meyer's Children	139	74		175	
32 Mother	68	3467	The Butterfly	104	3673	Fine Feathers	140	3866		176	
33 The Gentleman from Mins.	69	74	Lily of Poverty Flat	105	3695	Face in the Moonlight	141	3878	Barrowed Philanthropy <i>W. F. C.</i>	177	
34 The Man of the Hour	70	74	Vanderbilt Express	106	74	Rafferty Stops the War	142	74	Barrowed Philanthropy <i>W. F. C.</i>	178	
35 Mystery of Edwin Drood	71	74	Adventures of a Boy Scout	107	74	Rafferty Stops the War	143	74	Barrowed Philanthropy <i>W. F. C.</i>	179	
36 America / Sound <i>W. F. C.</i>	72	74	Land of the Head Hunters	108	74	After Dark	144	3742	Barrowed Philanthropy <i>W. F. C.</i>	180	
37 When Broadway was a Trail	73	74	Salamba, \$100,000 Spectacle	109	3742	Tangles of Pokes and Jabs	145	74	Barrowed Philanthropy <i>W. F. C.</i>	181	



THE BUTTERFLY Feature Location INDIANAPOLIS

Form 637 E. O. P. Co. 5M-B-7-16

METALLOS			LIT L.O.S			CARDS			MOUNTED LITROS			PHOTOS			CUTS			Slides			Press			FILM			VALUE		
Date Shipped	Date Received	Invoice Number	15	3	6	24	15	3	6	24	15	3	6	24	8 x 10 8x10 1/2	11x14	14x22x28	1 Col. 2 Col. Screen	Charges	Credits	Balance								
Mar 22	Mar 27	3531																										+	
Apr 9	Apr 15	5132																										+	
10	16	5346																										+	
14	17	5499																										+	
17	"	5736																										+	
17	"	5815																										+	
5/30	"	3227																										+	
6/4	"	3227																										+	
6/12	"	3227																										+	
6/27	"	3286																										+	
6/28	"	3280																										+	
8/1	"	4674																										+	
8/8	"	4710																										+	
Aug 10	Aug 15	9870																										+	
8/15	"	10371																										+	
8/15	"	5040																										+	
8/22	"	6432																										+	
8/29	"	6972																										+	
9/5	"	7031																										+	
9/7	"	7031																										+	
Sept 10	Sept 16	14036																										+	
12	"	15171																										+	
9/11	"	7641																										+	
9/25	"	8430																										+	
9/25	"	16102																										+	
9/18	"	9871																										+	
Inventory of Sept 25/15		6450																										+	
Specimen: Stock Book Form # 607 Stone in this checked + are entered in red ink signifying matter received Do not enter rented advertising on this form Rented advertising is kept track of from Shipping Slip Form # 106																													

8 specimens. Stock Book Form #607
Plans in lines checked + are entered in card in Advertising matter received
Do not send rented advertising in this form
Rented advertising is kept track of from Shipping Slip Form #106



ADVERTISING MATERIAL WORN OUT BY RENTAL AND
NO LONGER SERVICEABLE

This is a list of balances as shown on form 109
KEEP FORM 109 POSTED UP TO DATE

STOCK REPORT

MAKE IN DUPLICATE--SEND ORIGINAL TO H.O.
KEEP COPY AT BRANCH.

Branch NEW YORK Four Weeks Ending Aug. 29 1915

FEATURES	HERALDS	UN-MOUNTED PAPER							1/2 S CARD	MOUNTED PAPER				PHOTOS		CUTS			PRINTS	FRAMES	OIL PAINTINGS	MISCEL.																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
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